



## EUROPEAN NEWS

## Unity mishandled says Commerzbank head

COMMERZBANK'S chief executive, Mr Walter Seipp, yesterday strongly attacked what he called the German government's mishandling of the rebuilding of east Germany, writes Katharine Campbell in Frankfurt.

"German unification, initiated on a political level in such a forceful manner, is in danger of becoming derailed from an economic policy point of view," warned Mr Seipp, who retires in May. In the process, it could jettison the "German virtues of monetary stability and financial solidity".

Mr Seipp, who has become known for his periodic swipes at Bonn, com-

plained that the recent tax increases had been undermined because they had not been accompanied by subsidy cuts in the west.

"Subsidy reductions have made no progress even in the context of these historically unique circumstances," he said, noting a 6 per cent increase in public spending in west Germany in 1990.

He also criticised the current high wage claims saying they might pose a danger to continued buoyant growth of the overall economy in 1992. The early announcement of an increase in value added tax (from 1993) may have helped

to push up the unions' claims during the wage round, he said.

Mr Seipp attacked the void in public administration in the east saying it was hampering investment and that Bonn still had no proper answer for it.

The Commerzbank chief also returned implicitly to his criticism of the Bundesbank's decision to raise official interest rates at the end of January. He said the impression, domestically and internationally, of a stable economy policy orientation should not have to be bought simply by raising interest rates - and running the risk of strangling economic growth.

Barring further disasters in the wage round, Mr Seipp said that he saw no need for "yet another" tightening of monetary policy.

Although the current account has slipped into deficit, with possible dangers for the D-Mark, he said he believed that German exports would revive next year with an economic recovery worldwide.

He added that, while events in eastern Europe had a tendency to affect the D-Mark psychologically, that in economic terms the area remained relatively insignificant.

Commerzbank results, Page 21

## Germany and Italy draw up plan on EC power

By David Buchan in Brussels

GERMANY and Italy yesterday joined together to try to persuade their partners in the current negotiation on European political union to give more powers to the European Parliament, including a right to initiate some EC legislation and a say on the outcome equal to that enjoyed by the Council of Ministers.

The joint declaration was in the names of the two countries' foreign ministers, Mr Hans Dietrich Genscher and Mr Gianni De Michelis, who will present it at the next inter-governmental conference session on political union in Luxembourg on Monday.

It marks one of the very rare occasions on which Germany has signed a formal statement

on a multilateral Community issue with a country other than France, and reflects the fundamental divergence of view between Bonn and Paris over the European Parliament.

France, though recently dragged in general joint statements with Germany on political union some way towards "co-decision" for the Strasbourg assembly, lines up nearer Britain in believing that the best way to give EC law-making greater democratic legitimacy is by involving national Parliaments more.

Rather than give the current directed-elected 518 European Parliament much more power, France has proposed the appointment of members of the European and national parlia-

ments to a "Congress" that would pronounce on all key changes in EC policy.

The Genscher-De Michelis plan calls for:

● An equal say for Strasbourg in passing legislation so that nothing could become EC law without the Parliament voting in favour.

● A right of initiative for Strasbourg, as national parliaments have. Proposals would, however, normally come from the Commission, which has a present monopoly right of initiative.

● The right to approve/disapprove whichever governments choose to be the president of the Commission, and to confirm the whole 17-person Commission in office.



Workers mass in the usually-conservative Belorussian capital Minsk yesterday, dismissing concessions by local party officials and challenging a proposed ban on protests by President Mikhail Gorbachev, Reuters reports from Minsk.

A spokesman for the Minsk strikes committee said the city was at a standstill, with most enterprises closed by the protest strike. A vote was expected later in the day on whether to launch an indefinite stoppage.

"The city of Minsk is paralysed but we are trying to maintain vital services," he said.

Press news agency said thousands of striking workers had closed the giant automobile factory and part of the big tractor works.

## Andreotti moves on coalition

By Haig Simonian in Milan

ITALY'S caretaker prime minister, Mr Giulio Andreotti, yesterday met the secretaries of the five parties forming the coalition government which fell last month, amid signs that the chances of forming a new government quickly had improved.

The meeting follows consideration by the parties of Mr Andreotti's proposals for a new government programme in the time remaining before general elections in 1992. The draft programme puts the emphasis on constitutional reform and on steps to tackle Italy's huge budget deficit.

Among other areas highlighted for action are the combating of organised crime, the tackling of economic problems in the south of the country, and an improvement in social services.

Although divisions between the five parties over changes to Italy's political system appear to have narrowed this week, substantial differences remain over specific priorities.

Mr Andreotti must resolve the gulf between Socialist calls for a more presidential type of government and the strong opposition to such ideas from within the ranks of his own

Christian Democrats, who have in turn pressed for electoral reform.

● Italy risks becoming an economic backwater within Europe unless its huge state-controlled industries become more competitive, Mr Cesare Romiti, Fiat managing director, warned yesterday, Reuters reports from Rome.

Mr Romiti said there were various routes to greater efficiency of the state sector, including privatisation or joint ventures between public and private companies. It was vital that administration of the public sector became less political.

## EUROPE IN BRIEF



## Brussels to investigate Italian aid

The European Commission is to investigate an Italian government scheme to provide (287bn (\$228m)) to restructure the road haulage sector, writes David Gardner in Brussels.

Brussels is concerned that the state aid contains no commitment to reduce capacity in the industry. The Commission believes, on the contrary, that it will lead to an increase in current overcapacity.

The three-year Italian aid programme is meant to lead to consolidation through mergers and the setting up of co-operatives.

It contains tax breaks, training funds, premiums for buying new lorries, and investment subsidies, as well as compensation for winding up businesses.

## French unions react to job cuts

French trade unions yesterday reacted with moderation to Michelin's plans to reduce its worldwide workforce by 15 per cent, including 4,900 jobs in France, writes William Derwicks in Paris.

A meeting of the four main unions at the tyre-maker's plant in Clermont Ferrand, agreed to hold a protest demonstration there tomorrow and to call on the works council for further action. The severity of the plan took the workforce by surprise, but Michelin officials maintained it had been greeted with relative calm.

Union officials said it would be hard to mobilise strong reaction because only an estimated one in 20 Michelin employees belonged to a union.

Mr Alain Martinet, the CFTD union's local secretary, blamed Michelin's problems on its

acquisition of Uniroyal Goodrich, the US tyre group, which lifted the French company from second to first place in the world market just as demand started to fall.

Clermont Ferrand will be the hardest hit of all Michelin's centres, with 2,432 job losses.

## Serbian interior minister resigns

Serbia's interior minister has resigned his post, one month after violent clashes in Belgrade between Serbian police and protesters in which two people died, according to the state Tanjug news agency, AP reports from Belgrade.



Radmilo Bogdanovic resigned over clashes

The parliament in Yugoslavia's largest state accepted the resignation of Mr Radmilo Bogdanovic, regional interior minister, despite the government's recommendation that it not do so, Tanjug said.

Mr Bogdanovic's resignation was a key demand of the non-Communist opposition in Serbia, which organized a March 8 rally that ended in bloody clashes with police.

Mr Bogdanovic submitted his resignation at a late night parliament session Tuesday after legislators adopted a report on the March 9 violence in which two people were killed and more than 200 injured.

## Dutch plea on EC enlargement

The Dutch foreign minister, Mr Hans van den Broek, urged the European Community to offer Poland, Czechoslovakia and Hungary full membership by the year 2000, AP reports from Amsterdam.

Speaking at the Global Panel conference on world political and economic issues, he urged the EC to take a "bold step" and offer membership within the current decade.

Community officials have expressed doubts about whether the three countries will be economically strong enough to meet membership requirements by that time.

## Albania drops socialist name

Albania's ruling communists yesterday unveiled a draft constitution that drops the word socialist from the country's title and puts party leader Mr Ramiz Alia in line for a powerful executive presidency, Reuters reports from Tirana.

The draft was published in the communist party newspaper Zeri i Popullit five days before the opening session of the first multi-party parliament since communists took power in 1944.

"The Republic of Albania is a just and democratic state based on social equality, the protection of all human rights and political pluralism," article two says.

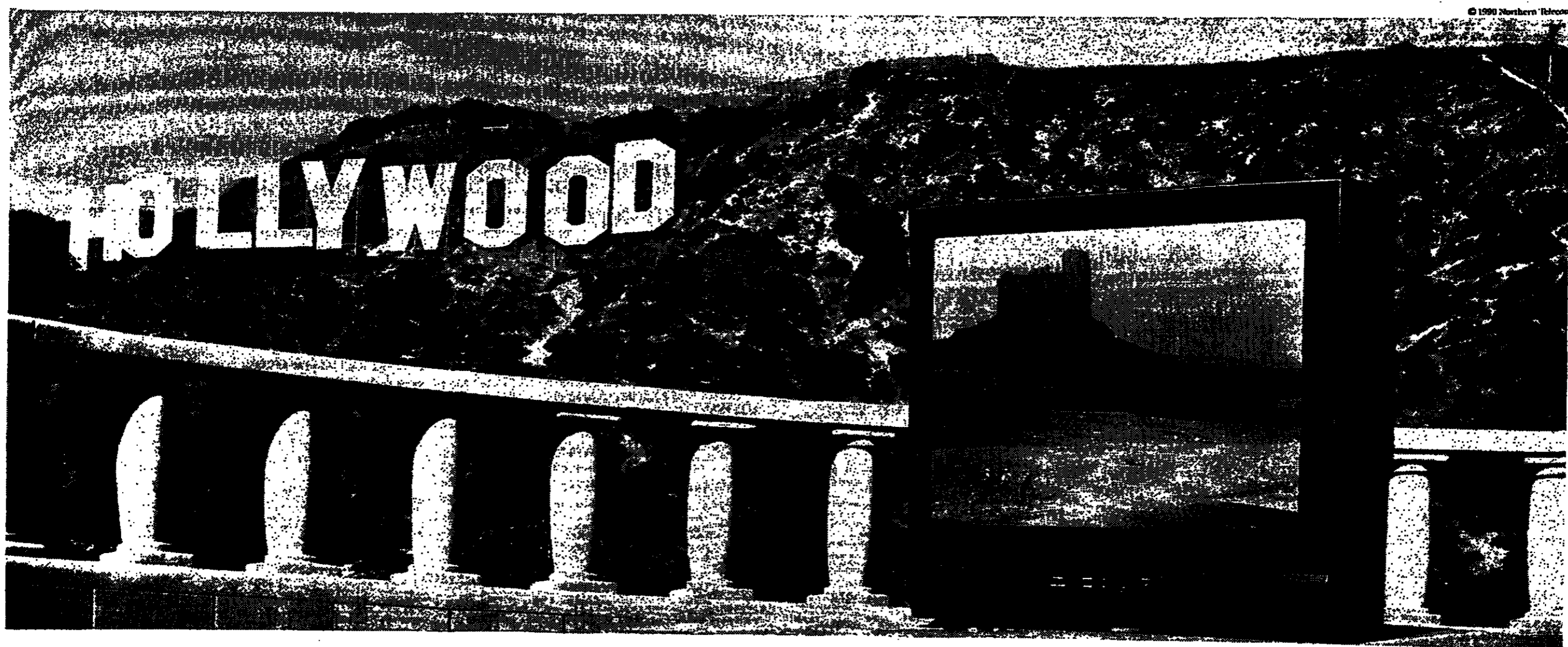
Meeting opposition Democratic Party demands, the document drops Albania's title as a People's Socialist Republic. It codifies wide-ranging rights for Albanians while dropping all references to Marxism and a preface in the 1976 constitution extolling the ruling Party of Labour.

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Registered office: Number One, Southwark Bridge, London SE1 9HL. Company incorporated under the laws of England and Wales. Chairman: D.E.F. Palmer, Malta shareholders: The Financial Times Limited, The Financial News Limited. Publishing director: B. Hughes, 108 Rue de Rivoli, 75004 Paris Cedex 01. Tel: (01) 437 0631; Fax: (01) 437 0629. Editor: Richard Lambert. Printer: SA Nord Edin, 15/21 Rue de Caen, 91000 Roissy Cedex 1, FRN. ISSN 1148-2753. Commission Paritaire No 67806D.

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## edit rules

1. The first step in the process is to identify the problem. This involves gathering information about the situation and understanding the needs of the stakeholders involved.

2. Once the problem is identified, the next step is to develop a plan. This involves setting goals, identifying resources, and determining the steps that need to be taken to address the problem.

3. The third step is to implement the plan. This involves putting the plan into action and monitoring progress. It is important to stay flexible and adjust the plan as needed.

4. Finally, the fourth step is to evaluate the results. This involves assessing the effectiveness of the plan and determining whether the problem has been solved. If not, the process may need to be repeated.

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## UK NEWS

# Parties clash as local election campaign begins

By Ivo Dawney, Political Correspondent

BRITAIN'S opposition Labour party claimed yesterday that its "Fair Rates" alternative to the Conservative's poll tax would cut £140 from the average household's bill, provoking a flurry of counter-claims as the three main parties launched their campaigns for next month's local government elections.

The figure was immediately challenged by Mr Michael Heseltine, the environment secretary, who described it as a "£15bn flight of fantasy" due to a "colossal mistake" in the opposition's calculations.

At the same time, the Liberal Democrats also weighed into Labour, accusing Mr Bryan Gould, Labour's environment spokesman, of plucking figures from the air.

With the campaign barely begun, it is already clear that the local elections involving more than 12,000 council seats in England and Wales is certain to focus almost exclusively on the single issue of the poll tax and its reform.

But its outcome will extend well beyond local government issues, playing a major determining factor in the date for

the coming general election.

At its opening press conference, the Conservative party made clear that its prime target would be high spending Labour councils. Under the slogan "Conservative Councils Cost You Less", Mr Chris Patten, party chairman, highlighted the charge with a claim that, in Labour controlled councils, Labour councillors spent £201,450 more than their Tory equivalents in Conservative dominated areas.

In a fierce counter-attack, Labour put heavy emphasis on the Tories' failure to produce its consultation documents on how a new local tax based on property values and the number of residents in a household might be constituted.

Claiming that the outcome would be the survival of the poll tax in another form, Mr Neil Kinnock, the Labour leader, said: "The government have elevated dithering from a character flaw to a Cabinet strategy."

All three parties were cautious, however, in their assessments of the likely outcome of the three week long election campaign.

## Ivo Dawney reviews Saatchi & Saatchi's latest party political broadcast for the Conservative party Voters see themselves in gloomy drama

AS soon as the film began to roll, it was clear that this was a professional job by an experienced old firm.

That deep authority in the voice-over, that crisp serifed Times Roman script, split only two names - Saatchi & Saatchi are back in town.

The team that gave you the Labour Isn't Working poster way back in 1979 used last night's return to the small screen venue of Tory party political broadcasts to show its cinematic sequel: *After A Considerable Period Of Time, They Are Still Not Working And They Spend A Lot Of Your Money.*

Opinions differ as to the impact of PFBs (party political broadcasts): as the trade knows them. But the current fashion seems to be not to confuse the viewer with too many facts.

Above all, keep those dreary politicians off the screen. Nobody trusts them anyway. What the public wants to see is itself - and preferably gloomy.

Labour's most recent effort was a case in point. Shot in 1990s kitchen-sink drama black and white, it depicted a recession-hit family looking pretty down in the mouth about life. It emerged that it was the Tories' fault.

Saatchi's return to the Tory fold last night also mobilised General Public, now clearly a megastar of Schwarzschilder if not Schwarzkopf proportions.



As not seen on TV: Patten and Heseltine at yesterday's election launch

For those that missed it, the key "fact" - undoubtedly set to be torn to shreds by the opposition today - is that Labour councillors "cost" £201,450 more than their Tory equivalents in terms of local authority spending.

Questioned on this, Conservative officials say that the "fact" is born out when Labour controlled councils are compared to Tory ones (taking into account the effect of the government's Standard Spending Assessments etc, etc).

But this is to quibble with detail. The focus is on the stars who appear in several guises.

There is the nice old "bloke" worried about the 12 men it took to fix his mum's council house windows, the shop assistant disgusted by rubbish, the teacher, the tough businessman in the car coat and, of course, the Asian and West Indian Britons unhappy about globe-trotting councillors.

A typical cross section of modern Britain, in fact, sharing three coincidental facts - they all live under Labour authorities, they are all

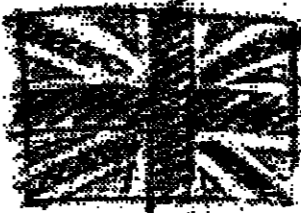
unhappy and they all look great under Saatchi's cameras.

Mr Shaun Woodward, the Conservatives' new communications chief, assured journalists yesterday that none of the General Public were actors.

Furthermore, the number of takes needed for shooting were less than he had often needed when editing TV's *That's Life* - that great English festival of spontaneity.

There's no business like politics. But that said, *That's Life*, it wasn't.

## BRITAIN IN BRIEF



### French group scuppers buy-out plan

An unexplained about face by Thomson-CSF, the French state owned electronics group, has scuppered a British management buy out which intended to save about 100 jobs at a former television plant in High Wycombe.

Managers at DMI Manufacturing had organised the buy out to salvage the company from the collapse of its parent CEI Industrials which recently went into receivership. DMI rents a factory from Ferguson, the UK television manufacturing subsidiary Thomson acquired in 1987.

According to Grant Thornton, the receivers appointed to administer CEI Industrials, the French group went back on an agreement to renegotiate the rental agreement for the factory.

The move could open the final chapter in the checkered history of the plant at High Wycombe, west of London, which used to manufacture Ferguson televisions when it was owned by Thorn-EMI. Thomson announced the closure of Ferguson's Enfield site in 1989 and withdrew from High Wycombe last year with the loss of about 1,650

### New plans for power station

Plans for the UK's largest waste-burning power station were sent to the Department of Energy by Cory Environmental, the environmental services subsidiary of the Ocean Group. The £20m station, on the banks of the Thames at Barking in the London borough of Barking, would be able to burn about a third of London's domestic waste. It would be due to start operating in 1995 and have a capacity of over 100 megawatts. It will burn about 1.5m tonnes of domestic and commercial waste.

### Channel tunnel negotiations

Sir Alastair Morton, Eurotunnel's chief executive, claims operational problems, such as customs and immigration, have replaced doubts over the construction of the Channel tunnel between England and France.

Sir Alastair told an American Chamber of Commerce in London that British and French politicians will have to reach agreement over the next year on issues such as safety regulations and use of service vehicles.

The construction of the rail tunnels is, meanwhile, six months ahead of schedule, he added. The two main tunnels, through which trains will run, will break through in May and July.

### Credit licences reviewed

Moves to raise standards in the consumer credit business and curb loan sharks have been announced by Mr Edward Leigh, the consumer affairs minister.

Consumer credit licences issued after June 1 this year will run for only five years instead of the present 15 years, forcing consumer credit companies to supply information about themselves to the Office of Fair Trading (OFT) at much shorter intervals.

Mr Leigh said that the change, which will be introduced through an amendment to the 1974 Consumer Credit Act, meant that traders in the consumer credit business will now have their conduct reviewed at shorter intervals.

### Businesses told to raise security

Businesses should do much more to protect themselves from crime, Mr Kenneth Baker, the home secretary, said.

"Crime costs companies a staggering £10bn a year, but it is the sort of thing that doesn't often appear on their agenda," he said. "Most businesses need to look after their own interests and property much more."

Announcing details of National Crime Prevention Week which begins on Monday, Mr Baker disclosed information from a Home Office survey showing widespread lack of awareness of how much crime takes place in the workplace.

Only 3 per cent of 1,400 people questioned considered that the greatest risk of crime was in the workplace.

### London may lose tribunals

Central London could lose both its industrial tribunals if government re-location plans go ahead.

Department of Employment plans are well developed to close the South London regional Industrial Tribunal and transfer it from Chelsea to Croydon. Re-location of the North London regional Tribunal, possibly to Watford, are still at the "suggestion stage" although there are no immediate plans for the immediate future, according to tribunal chairmen.

The 11 regional industrial tribunals are independent judicial bodies dealing with industrial relations law and disputes between employees and employers. They also deal with equal pay issues and unfair dismissals.

### Redundancies at Ford plant

About 150 jobs will be lost in a £12.9m scheme by Ford to introduce a single final assembly line for its Fiesta car production at Dagenham, Essex, it has been announced.

Ford said there would be no compulsory redundancies. The job losses would be achieved through natural wastage or by workers switching to other positions in the company.

Work on the single line project - replacing the existing two lines - will start this summer and should be completed in 1993.

### Student exams under threat

Student exam papers could go unmarked this summer after university lecturers stepped up their campaign for a 15 per cent pay rise.

An emergency meeting of the Association of University Teachers' national executive decided unanimously to ballot its 31,000 members on industrial action.

Thousands of students will be affected, including those taking final exams, if the proposed boycott goes ahead.

### Lewis Group wound up

Lewis's Group, the department store chain, was compulsorily wound up in the High Court. The company had been in receivership since February.

### BAe workers get 12% rise

British Aerospace manual workers at military aircraft plants in the north-west accepted a 12 per cent increase in basic pay as part of a flexibility deal which the company says will increase competitiveness and may save jobs.

The two-year agreement from this month at plants in Warton, Samlesbury and Preston, in north-west England, covering over 6,000 manual workers, provides for flexible working practices, extra training and the abolition of differences in conditions between manual and white-collar workers. The package could reduce the number of redundancies the company had been expecting to make at the plants.

### BBC to impose pay package

The BBC plans to impose a new pay and conditions package on its 22,000 staff and said it would not open negotiations on a counter pay claim by unions.

Mr Michael Checkland, the BBC director general, told staff that it was "totally unrealistic" for the unions to believe the BBC would enter negotiations on a claim he said amounted to over 200 per cent. The BBC told its main unions it would not open negotiations on their pay claim and said it would introduce a simplified grading system on July 1.

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## Priesthood accounts for mystery

David Waller analyses the Accounting Standard Board's review of financial reporting in the UK and its international repercussions

**M**R ANTHONY SAMPSON, writing in 1982 in the first edition of his book *Anatomy of Britain*, was the first to observe that the UK's accountancy profession is a kind of priesthood, with its own sacred rites, mysteries and theology.

Nearly 30 years on, the parallels with the priesthood are still strong. Indeed to the layman the debate over accounting standards often resembles some arcane dispute between medieval schoolmen over the sex life of angels.

The language of yesterday's working draft is highly conceptual, referring in theoretical terms to concepts such as "components of comprehensive income" which are unlikely to be understood by the average finance director, let alone ordinary businessmen.

Nevertheless, the effect of the proposals will be practical rather than theological. They will curb the freedom of companies to manipulate their accounts. They will reduce reported profits. They will make the profit and loss account much more useful to creditors, analysts, investors and all others who use reported accounts.

The profit and loss account of every UK company will look different if these proposals are adopted. There will be four columns of figures for the current year, showing turnover, gross profit, expenses, interest, and so forth, split between continuing operations, acquisitions and disposals, plus a total.

At present much of this information is available, but only in different parts of the annual report. In the case of acquisitions companies it is often flexibly difficult to work out what element of profits comes from businesses owned at the beginning of the year, what comes from businesses sold and what comes from companies acquired. Under the

new system, the important information will be corralled into one place, making it easier to assess the quality of a company's profits.

There will be a supplementary statement showing movements of reserves. Had Polly Peck had to comply with such a rule, it would have been immediately obvious that losses arising because of the movement of currencies - taken via reserves - far exceeded pre-tax profits for the years 1985-88. This information was only available deep within the notes to Polly Peck's accounts.

At the core of yesterday's document is an attempt to clarify the distinction between so-called

lengths to get costs classified as extraordinary.

An almost legendary example is that of the Midland Bank which in July 1987 decided to show provisions of £318m against third world debt as extraordinary. The accounting treatment allowed the bank to report a pre-tax profit of £261m for the first six months of 1987. Otherwise it would have had to report a pre-tax loss of £65m.

Such was the stink that the Midland had to make an embarrassing volte face. By the time it came to report its figures for the full year, the provisions were treated as exceptional items.

Several years later, extraordi-

The debate over accounting standards resembles some arcane dispute between medieval schoolmen over the sex life of angels: but the effect of the proposals will be practical. The profit and loss account of every UK company will look different. In the international context there are worries that UK-based multinational companies may find themselves giving away more than their rivals overseas, and put themselves at a competitive disadvantage.

"extraordinary" and "exceptional" items. Both captions relate to unusual costs or revenues, but the distinction between the two is fuzzy.

If a cost is extraordinary, it goes below the line, and does not have any impact on earnings per share - the main yardstick for institutions within the City of London assessment of a company's performance and often the yardstick by which directors are remunerated via profit-related bonuses.

Although the underlying performance of the company is unaffected by how it accounts for unusual costs or revenues, companies are prepared to go to great

lengths to get costs classified as extraordinary. According to securities house UBS Phillips & Drew, extraordinary costs as a percentage of profits (in the nearest year to December 1989) for the following companies were as follows: De La Rue, 149 per cent; SmithKline Beecham, 48 per cent; Seatchi & Seatchi, 36 per cent; AB Fortis, 34 per cent; Ranks Hovis McDougall, 34 per cent; Storehouse, 23 per cent; Unigate, 11 per cent; Guinness, 8 per cent.

The effect of yesterday's draft rules will be to make it much harder for any cost (or income for that matter) to be taken below the line. It seems that all costs associated with the reorganisa-

tion or closure of businesses will have to be taken above the line. This will in most cases reduce reported earnings. To add insult to injury, the draft rules say that earnings per share should be calculated after extraordinary items.

Both the 100 Group of top finance directors and the Confederation of British Industry, the UK employers' organisation, have publicly backed calls for a reform of UK financial reporting. But if industrialists are behind Prof David Tweedie, ASB chairman, in principle, are they behind him in fact? Moreover, how do auditors, those who will have to police companies' compliance with any new rules, feel about the proposals?

A cautious welcome for the package came yesterday from Mr Nigel Stapleton, finance director of Reed International and chairman of the technical committee of the 100 Group. He welcomed the details of the reforms but was keen to put the whole package into an international perspective.

He argued that if all this extra information disclosed by UK companies led international investors to come to a better understanding of the quality of UK company profits and encouraged them to buy UK company shares - so much the better. But he expressed a worry that UK-based multinationals may find themselves giving away much more information than their rivals overseas, and may put themselves at a competitive disadvantage as a result.

On another point, Mr John Roques, managing partner of accountancy firm Touche Ross, said there was a danger that the draft rules could become too prescriptive. It was more important, he argued, to make sure companies disclosed information than that the information be correctly categorised, at present a simple, if limited



David Tweedie, ASB chairman, announces the proposed reforms in London yesterday

summing-up of a company's performance - could become too complicated.

Answering the latter point, Mr Donald Mann, finance director of Trusthouse Forte and a member of the Accounting Standards Board, said: "The need to avoid being misleading is more important than the need to be simple. We are trying to segregate the

information coming out of a company in a much more meaningful way than in the past," he added. "The sort of information that we're going to require is readily available within companies. It's just that companies have never before been obliged to make it public."

The man behind the proposals is Prof David Tweedie, chairman of the ASB and an evangelist for better accounting. Finance directors who are worried about his ideas for the revamping of the P&L account should note that this is but the first stage in a complete overhaul of UK financial reporting. Expect proposals on the balance sheet later this year.

Lex, Page 20

## Water meter plan rejected as too costly

By Richard Evans

**C**OMPREHENSIVE metering of domestic water supplies in England and Wales was rejected yesterday by Thames Water, the biggest water company, and by experts who say it would cost too much and be of little benefit to consumers.

The growing opposition to metering illustrates the difficulties facing the industry as it decides how to replace the present method of charging based on rates, which has to be phased out by the end of the decade.

Metering has been the favoured option within the industry, but a big consultation exercise being undertaken by the Office of Water Services (Ofwat), the industry's economic watchdog, has uncovered very divided views over the introduction of metering.

The Institution of Water and Environmental Management, a professional body made up of engineers and scientists, dismissed the metering option yesterday in its response to the consultation exercise.

The IWEM claimed that the cost of nationwide metering would be £4bn, the equivalent of £200 per household, and that reductions in water consumption were likely to be illusory, or at best small.

Welsh Water, one of the 10 former water authorities privatised 18 months ago, has already decided in favour of a flat-rate charge, and other companies have expressed doubts about metering.

The Ofwat consultation exercise, launched last November, proposed three charging options - metering, a flat-rate charge or licence, and a banding system which would classify households according to type and size. The IWEM favours a simple form of banding with small differentials.

## Brooke warns of new cycle of violence as Ulster talks loom

By Our Belfast Correspondent

**T**HE IRA murder of a Democratic Unionist MP's relative may be part of a new cycle of violence aimed at impeding political progress in Northern Ireland, warned Mr Peter Brooke, the Northern Ireland Secretary, yesterday.

Mr Derek Ferguson, a second cousin of the Rev William McCrea, MP for Mid-Ulster, was shot at his mobile home in County Tyrone on Tuesday night. Police are treating the murder as sectarian. It follows a series of killings of Roman Catholics by loyalists in the Mid-Ulster area.

The IRA claimed Mr Ferguson was a Loyalist terrorist engaged in sectarian attacks in County Tyrone, but the RUC and denied the accusation. The Rev Ian Paisley, leader of the Democratic Unionist party which favours retaining



Brooke: fears upswing in sectarian violence

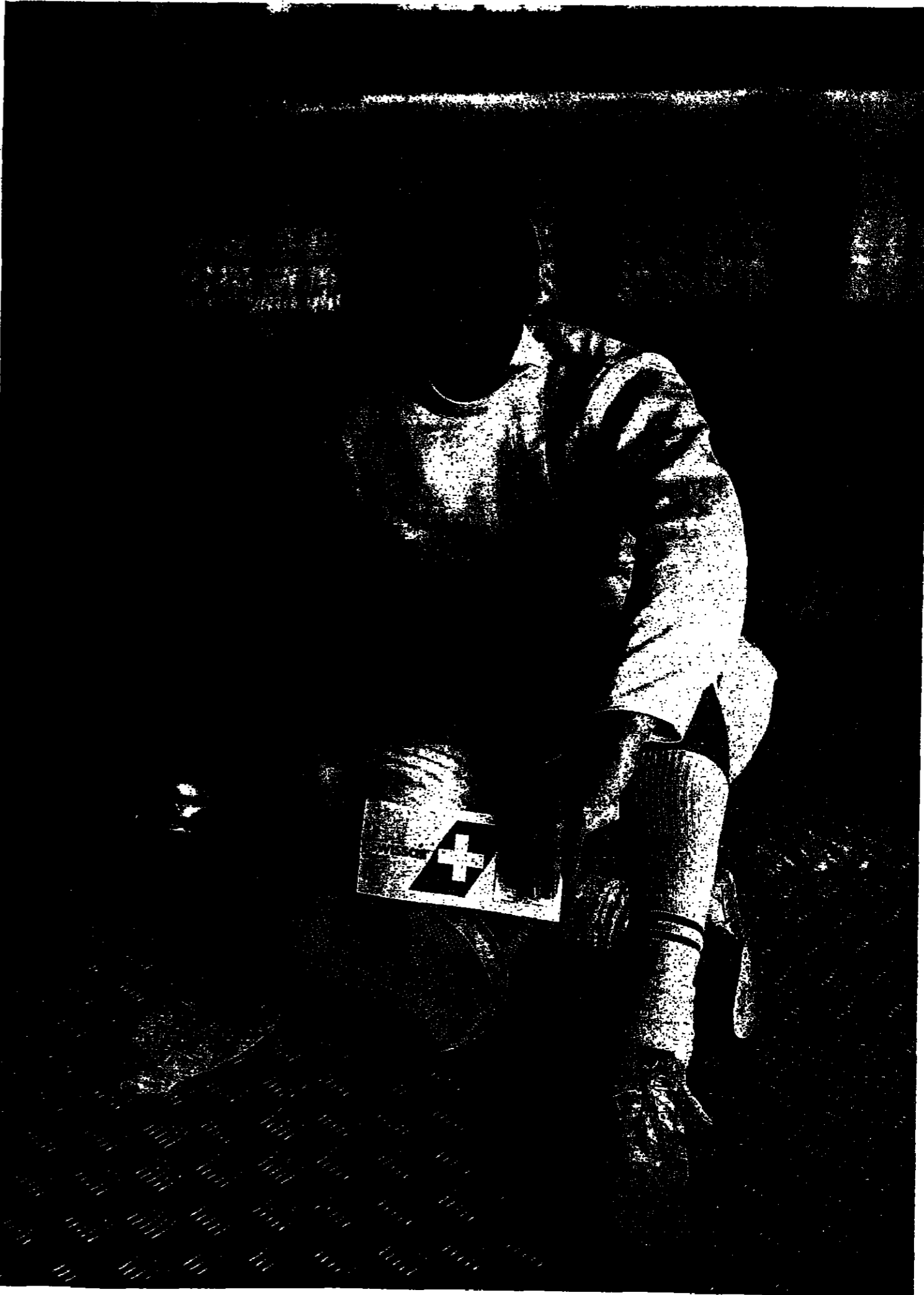
links with London, yesterday called for an urgent review of security policy in the province. Mr Brooke said that terror-

ists on both sides of the sectarian divide may try to heighten violence in the run up to his talks with the province's political leaders, which are due to open after a final meeting of the Anglo-Irish conference on April 26.

However, he said: "The test of this process is that it actually stands up against violence." A 10-week gap in Conference meetings is planned during which intensive discussions will be held on arrangements for governing Ulster.

The Unionist objective is to secure a new British-Irish agreement which will replace the Anglo-Irish agreement. However nationalists are determined to ensure that the Irish dimension which is incorporated in the agreement is not diluted by any new arrangements for government.

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**FT SURVEYS**

## BUSINESS LAW

# United Nations considers how Iraq should pay reparations

By Charles Brower

THE United Nations Gulf war ceasefire resolution reaffirms that Iraq is liable under international law for any direct loss, damage or "injury to foreign governments, nationals and corporations", as a result of its "unlawful invasion and occupation of Kuwait". The resolution creates a fund out of Iraqi oil revenues to provide compensation and a commission to administer it. The Security Council has also directed the secretary-general to answer within 30 days three questions on implementation:

- how much compensation should there be?
- when might it be paid?
- who should decide who will get it?

The answers to these questions will play a large part in determining the future of post-war Iraq.

The importance of the question of how much compensation should be paid is underlined by a quick look at the figures. With the price of Kuwait's reconstruction alone put at perhaps \$100bn (\$56.4bn) it is clear that Iraq's oil revenues, most recently pegged at between \$17bn and \$19bn a year, will not be even remotely sufficient to rebuild Iraq and compensate the victims of its recent misadventure.

The \$4bn-\$8bn in overseas Iraqi assets estimated to have been caught by the UN sanc-

tions are far too small to change this equation. Adding to the strain are Iraq's unpaid pre-war debts, thought to be \$80bn or more, which are not covered by the UN action, as well as the necessary funds to restore its oil production and processing facilities to their pre-war level.

Inevitably, the figure of total reparations will have to balance legitimate claims for compensation against what is needed for Iraq to survive and to re-enter the community of nations. Once a fixed sum is set, the fund can draw "reparations royalties" from Iraq's oil revenues at a specified rate until the total is reached. Alternatively, a percentage lien could be claimed on such revenues for a stated number of years, possibly subject to review and potential modification as events dictate.

The US and other coalition members may well prefer the flexibility of the latter approach, and especially the whip hand over Iraqi policies that it would ensure.

The issues involved in determining who will be responsible for deciding claims and approving them for payment are of infinite complexity. The acknowledged success of the Iran-US Claims Tribunal in The Hague has led some to assume that this model can be readily adapted for the process-

ing of claims against Iraq. However, as a seasoned and enthusiastic veteran of that tribunal, I am convinced that an international tribunal to handle all claims against Iraq arising out of its aggression against Kuwait would be wholly unworkable.

Today, almost 10 years after the Iran-US Claims Tribunal was established, its nine judges are still at work on the last of about 4,000 claims filed with it. Even this rate of progress would have been substantially less had not the US and Iran settled 2,500 of the smaller claims as a group last June.

In comparison, claims against Iraq may run into hundreds of thousands. In addition to the considerable number of Egyptian, Pakistani, Filipino and other foreign workers who lost their livelihoods and property in Kuwait alone, must be added the claims of hundreds of thousands of Kuwaitis who lived through the terror. The total number of individual claims dwarfs the US experience with Iran. How many judges and how many decades would be required for an international tribunal to deal with all these claims?

The multinational character of such a tribunal would necessarily slow it down even further. Just the politics involved in the selection of the judges alone would consume a great

deal of time and energy. Given the probable duration of such a tribunal, this process would have to be repeated, with attendant disruption, as judges died or resigned.

A number of different languages would be involved, entailing laborious translation of claims documents and evidence and interpretation for all proceedings. If tribunals and multilateral institutions alike are notoriously inefficient, the combination is doubly so. Doubtless it is for good reason that every international claims tribunal in history, including the Iran-US Claims Tribunal, has been bilateral, handling a modest volume of claims between only two countries, and that a multilateral claims tribunal has never even been attempted.

What is the alternative? It is a national processing of claims, with an organ of each involved country deciding the claims asserted against Iraq by its own citizens and companies.

A model for this is the US Foreign Claims Settlement Commission, which has administered dozens of claims programs since the Second World War, particularly involving former Eastern bloc nations.

Such a body would require documentary or other proof of losses attributable to Iraq's invasion of Kuwait. It would test each claim against applica-

ble international law, and, if it accepted the claim, determine the amount of damages. Then, when all claims were tallied up, the successful claimants would be paid pro rata out of the available compensation.

Which brings us to the crucial issue: how is the global pot of Iraqi compensation to be distributed among the affected countries? Clearly this division can only be done by an international process. Perhaps it can be negotiated. More likely, especially given the number of countries involved, it will have to be decided by the commission established by the Security Council or similar body.

The commission or body might consist of five members, possibly chosen from traditionally neutral countries. Since its job would be to make a roughly equitable allocation, not a precise one - otherwise it would in fact have to decide all individual claims - it could receive written submissions from governments, hear their oral representations and reach its decision within a comparatively short time.

The process of dividing the compensation pie may also touch on issues of timing. Is any category of claims to be paid earlier than others? Should the flow of compensation go first to Kuwaiti claims, or to cases of torture and maiming? Should individuals

made needy by Iraq's transgressions, such as expelled foreign workers, be cared for at any early stage regardless of nationality?

If any such preferences are granted, they will have to be structured so that resulting payment to any country's citizens will fit within the limits of that government's eventual share of compensation.

The division process might well consider also exactly what types of claims will be covered. Are claims of Operation Desert Storm coalition governments for the costs of that operation, for example, to be included? Since these and other specific burdens almost certainly are not distributed among countries in the same proportions as are other claims, the inclusion or exclusion of particular categories will affect the relative size of nations' shares in the compensation pool.

It is impossible to say at this stage precisely when all these issues will be decided. As the pieces are still being picked up after the war, it will be some time before the details of Iraqi compensation arrangements are finalised. First, the secretary-general must make his recommendations to the Security Council. Then member states will have to give their reactions. After that the Security Council must act again and only later will the final

details fall into place.

There is reason to believe, however, that in the meantime the spotlight may soon be on these issues in Washington. A significant sum in frozen Iraqi assets - some say \$1.5bn - is in the US, where banks are still owed money on Iraq's pre-war debts.

Although the ceasefire resolution, like its predecessors, addresses only post-invasion losses, the census of US claims against Iraq now being conducted by the Treasury Department is not so limited.

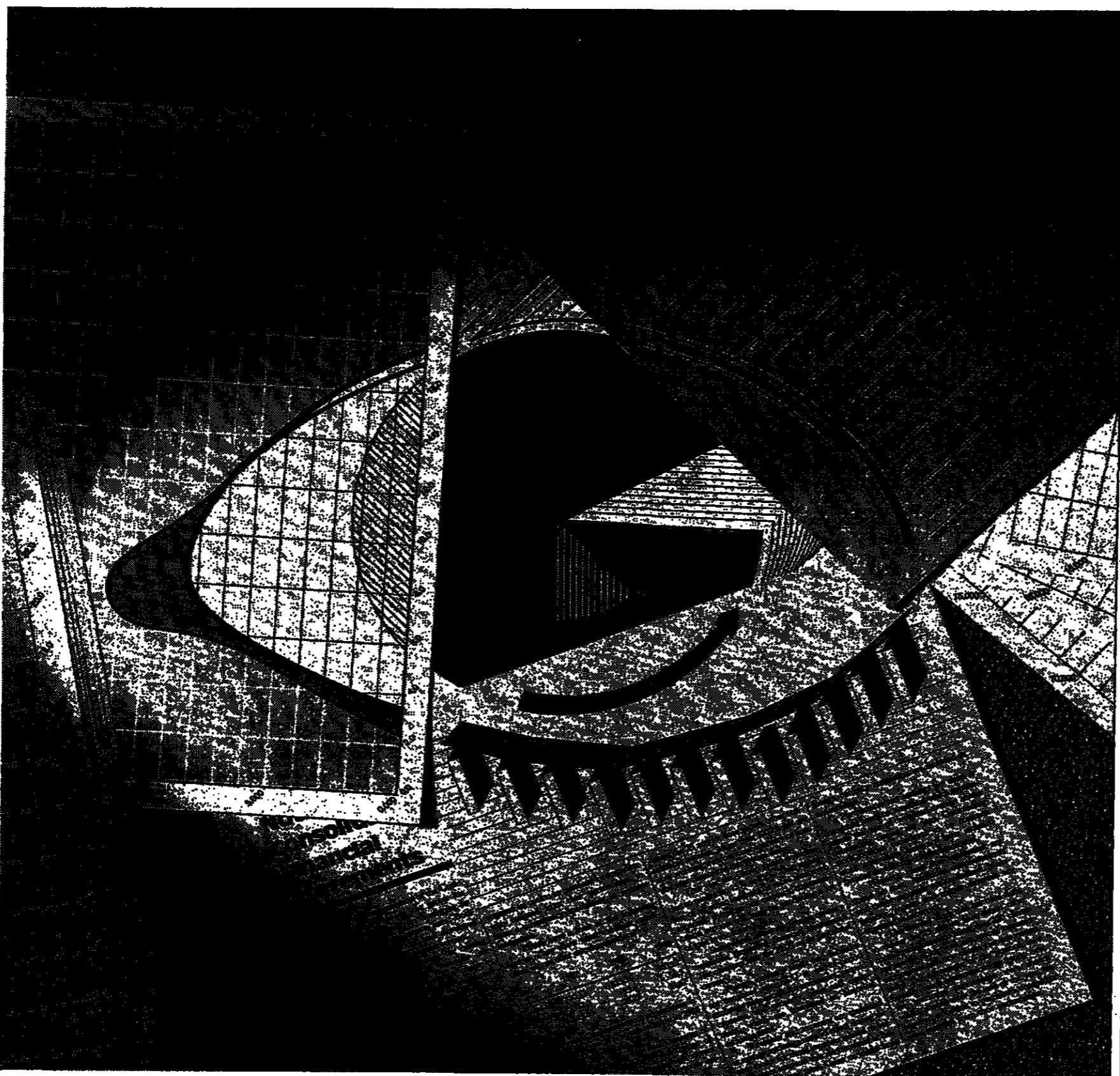
The State Department sought unsuccessfully to include in the ceasefire resolution an express authorisation for it and other holders of frozen assets to vest them and thus keep them out of the general compensation fund.

Almost every day a bill is introduced in Congress to pay off US claimants and Uncle Sam himself out of the frozen Iraqi assets.

If such action were taken, followed by similar action in the UK and elsewhere, the already complex diplomatic process would be further complicated.

The author is a partner with the international law firm of White & Case. He has served as a judge of the Iran-United States Claims Tribunal at The Hague since 1984.

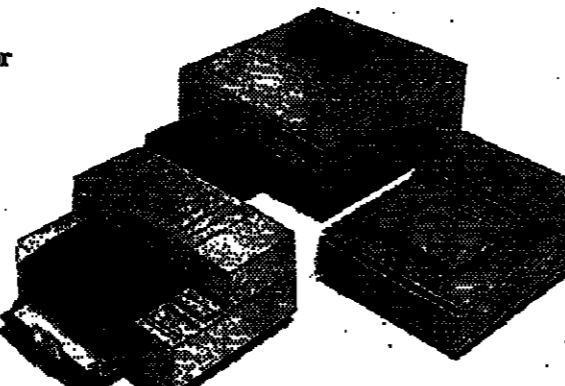
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FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

# Barriers come tumbling down

Guy de Jonquières reports on how Daimler-Benz is adjusting to the shake-up of its R&D activities

When Professor Hartmut Weule became head of research and technology at Daimler-Benz last September, he hit the ground running. On his first day in the job he presented his senior staff with a radical blueprint for changing the role of research in the group.

He had had plenty of time to prepare. A former staff engineer with Daimler who had left the group 12 years ago to pursue an academic career, he had already spent months discussing his plans with the group's management board.

On paper, at least, Daimler-Benz was a wide range of technologies, a shake-up was badly needed to rid its research operations of their ivory tower mentality. Highly centralised and rigidly bureaucratic, they risked becoming an expensive luxury which had begun to lose touch with the needs of the mainstream businesses.

"In a lot of companies, central research departments have forgotten that other colleagues must earn their money for them," says Weule. "We have a budget of DM400m-500m (£23m-170m). Our researchers must understand that this

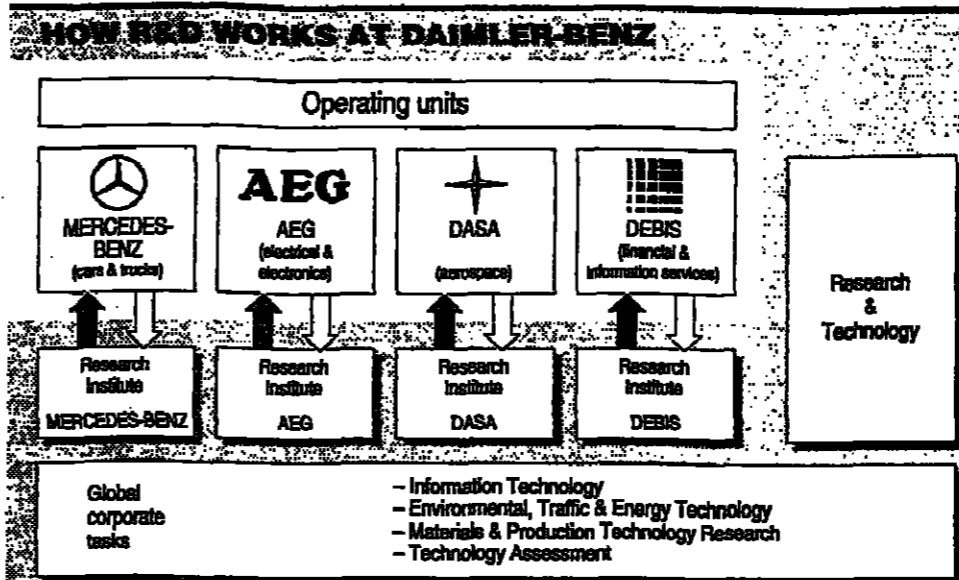
money has to create advantages for the operating units."

His first step has been to decentralise his department by putting applied research and technology into research "institutes", attached to each of the group's four main operating units. Three managers have been appointed to run the institutes and co-ordinate the research programmes.

Each manager has also been assigned responsibility for a "global corporate task", transcending divisional boundaries. These tasks involve medium- and long-term research on information technology, environmental energy materials, production techniques and technical assessment.

Weule expects this matrix - inspired by the German chemicals industry - to encourage a permanent dialogue with Daimler's mainstream businesses, while leaving those researchers remaining in the central laboratories free to pursue work closer to the frontiers of discovery.

"In the past, our researchers worked on targets which they mostly defined themselves," he says. "We must find a solution where the targets are defined by a group of marketing and



product development people working with a researcher. Our counterparts in Japanese companies sit together and define very precisely what everyone has to do. We can learn from them."

Before Weule arrived, Daimler had sought to integrate the technologies of its different businesses through a cumbersome network of committees and special research projects. From now on, Weule says the emphasis will be on creating in his department a much more integrated climate of "phone us and we'll help".

He is acutely aware that getting the overall structure right is only the start. The system will only work if his staff of 1,500 adopt new working patterns and develop mutual confidence in dealings with other parts of the group.

As well as seeking to involve Daimler's operating businesses closely in the inception of research programmes Weule is working on several fronts to re-invigorate his department and anchor it more firmly in the corporate mainstream:

- Borrowing from Japanese corporate practice, he aims to give newly-recruited researchers experience at the coal face by sending them to work for two to three years in the operating units. Several have already been seconded to the Mercedes-Benz automotive business.
- Elimination of duplicated effort and unnecessary cost by reorganising research into "centres of competence", each with a clearly-defined specialisation.
- Increased flexibility. The number of grades in the

research department is being reduced from seven to four, and the previously rigid link between pay and position in the hierarchy relaxed. Instead of having to work their way slowly up the ladder, young scientists will have opportunities to lead research teams, though pay will depend on qualifications and experience.

• Lowering the age of researchers. "We need younger researchers who are willing to take risks and make mistakes," says Weule, adding that scientists and engineers attain their peak of creativity between the ages of 25 and 35.

However, many in his department are aged between 35 and 40. He aims to recruit new blood from the academic world and hopes that longer-term efforts by German schools and universities to

abbreviate study courses will bring trained scientists on to the job market sooner.

• Cross-fertilising more research by funding Daimler's research "institutes" to carry out projects for parts of the group to which they are not directly attached.

• Greater reliance on contract research in universities, with the aim of reducing costs and of spanning a wider range of technologies.

• Internationalising research. Weule says he wants to set up research centres outside Germany, particularly in the US west coast and in Japan.

Weule says researchers in different parts of the group are already shaking off their "not invented here" attitude and is confident that the scope for productive collaboration will expand. His own travels have already come up with some promising candidates.

One is an electrochromic polymer process, which causes surfaces to darken when exposed to sunlight. Weule wants to apply it to glazing in cars and buildings. Another is an electronic speedometer developed by AEG, the electronics and electrical manufacturer that Daimler acquired in the mid-1980s, which uses a special semiconductor device to bounce microwave signals off the road surface.

## Calls for disabled customers

Telecommunications technology to help disabled people communicate is being designed and produced by the same people that the technology is intended to help.

British Telecom, which is sponsoring a venture called FernTech Systems, recognised that disabled people, with their knowledge of the practical difficulties of trying to communicate, could help to develop such products.

A telephone has been invented, for example, that allows users to respond to an incoming call or to make a call with the help of a variety of remote-controlled devices.

The devices include infra-red controllers that can operate a telephone 15 feet or more away and suction devices - that work like straws - which permit people with arm and hand disabilities to operate a telephone light display to dial telephone numbers. The suction instrument is linked to a light box that allows users to select the digits by sucking or blowing down the tube. The air throws a switch and thereby dials the numbers.

Other techniques for controlling telephones include voice and sound activation and head, eye, foot or any other controlled physical movement. Bill Ford, production manager of FernTech, says that emphasis has been placed on making the range as adaptable as possible so the system can be tailored to meet a wide range of individual needs.

A computer cursor operated by movements of the head is another development that could help disabled people. A lightweight headset with a light-weight receiver over each ear and over the forehead picks up infra-red signals from a transmitter on top of a computer television monitor screen. The varying signals received by a moving head are converted into signals that move the cursor on the screen.

Adaptations are available for helping even the most severely disabled people to gain complete access to Apple Macintosh software. Movements of the head replace the hand-operated mouse device for moving the cursor around the screen.

Lynton McLain

## Formula with enriched ingredients

In seeking to explain its self-diversification into aerospace and electronics, Daimler-Benz has set much store by the "synergies" it expects to realise by applying technologies from these businesses to its cars and trucks.

But does this amount to a clearly articulated strategy, which can yield solid commercial benefits? Or is it, as some outside critics argue, largely public relations rhetoric, which has created confusion within the group about its future direction?

For some senior Daimler managers, at any rate, achieving "synergies" hardly seems a top priority. For instance, Jürgen Schrempf, president of Dasa, calls synergies "the most mis-used expression I have ever come across".

He concedes, none the less, that Dasa's experience in areas such as aerodynamics and new materials

may be of value to the car businesses, and that bringing together researchers in different parts of the group has sparked off promising discussions on possible co-operation.

In the theory, the scope for "synergies" should be highest in electronics, a common strand in all the group's businesses. Daimler forecasts that electronics will account for 40 per cent of the value of its luxury saloons by early next century, up from 15 per cent today.

As mechanical components such as axles become commodities, Mercedes will seek to enhance and differentiate its products by equipping them with computerised features such as engine management and

vehicle guidance systems.

Helmut Werner, deputy chairman of Mercedes, says the vehicle businesses need in-house capacity and expertise to keep abreast of the latest developments in electronic technology and to supply them with specialised microchips.

He says it is difficult to develop innovative technology in co-operation with traditional outside components suppliers, such as Robert Bosch, because of the risk that they pass on information to Mercedes' closest competitors.

However, he is cautious about how much real business Mercedes will give AEG. "AEG is not specialised in producing things for our

products," he says.

In any case, it is Mercedes policy to buy only half its parts and materials in-house, and that proportion is gradually falling. Other members of the Daimler group cannot expect preferential treatment in bidding for orders and must live by normal market disciplines, Werner says.

When Mercedes has turned to in-house suppliers it has often chosen Dornier, Dasa's aircraft subsidiary, which has sizeable electronics operations. Dornier's contributions include an on-board computer for trucks, engine management systems and research into vehicle distance-warning techniques.

Significantly, however, Weule

says the biggest stimulus to innovation at Dornier has been the company's obligation in the past few years to compete for outside research contracts.

If Dornier's experience is typical, it suggests that the highest test of whether Daimler's recent acquisitions can make any useful technological contributions will be whether they can prove themselves on the open market.

The pressure on them to do so will be all the greater because, for all the talk of integrating the sprawling operations of the Daimler group, important cultural barriers still separate the businesses.

Ernst Georg Stückel, who recently

took over as president of AEG, after running Freightliner, Mercedes US truck subsidiary, says one of his biggest challenges will be to win the confidence of the vehicle divisions.

Mercedes, he says, remains fundamentally a "Stuttgart-centric company", while AEG is Frankfurt-based. Mercedes is also preoccupied with individual products, while AEG is much more project-oriented.

Furthermore, AEG is viewed with mistrust and resentment by Mercedes employees: "I have observed many attitudes of scepticism. People are asking, do we have to deal with these exotic new colleagues who are spending our funds?"

"It weighs on the mind of AEG people," Stückel says. "I want to utilise their anger to get things moving. I hope that in two or three years people will see we are contributing and say: 'Hey, buddy!'"

### HEALTHCARE GLOBAL FUND SICAV

2, boulevard Royal, L-2953 LUXEMBOURG R.C. Luxembourg: B 25162

Notice is hereby given to the shareholders, that the ANNUAL GENERAL MEETING

of the shareholders of HEALTHCARE GLOBAL FUND will be held at the head office of Banque Internationale à Luxembourg, Société Anonyme, on Friday, April 19, 1991 at 3.00 p.m. with the following agenda:

1. Submission of the Report of the Board of Directors;
2. Approval of the Statement of Net Assets and of the Statement of Operations as at December 31, 1990;
3. Appropriation of the net results;
4. Discharge of the Directors with respect of their performance of duties for the year ended December 31, 1990;
5. Receipt of and action on nomination of the Directors;
6. Miscellaneous.

The shareholders are advised that no quorum is required for the items on the agenda of the Annual General Meeting and that decisions will be taken on a simple majority of the shares present or represented at the meeting with no restriction.

In order to attend the meeting of April 19, 1991, the owners of bearer shares will have to deposit their shares five clear days before the meeting at the registered office of the company or with Banque Internationale à Luxembourg, Société Anonyme, 2, boulevard Royal, L-2953 Luxembourg.

THE BOARD OF DIRECTORS

### EUROPEAN INCOME & GROWTH FUND MANAGEMENT COMPANY SA

45, rue des Solles L-2529 Luxembourg - Howald

Notice of Meeting

NOTICE is hereby given that the Annual General Meeting of the Fund will be held at the offices of Fleming Fund Management (Luxembourg) S.A. 45, rue des Solles, Howald, Luxembourg on Friday, 26 April 1991 at 11 a.m.

Agenda

1. Submission of the reports of the Board of Directors and of the Independent Auditors.
2. Approval of the financial statements for the year ended 31 January 1991.
3. Discharge of the Directors and of the Independent Auditors in respect of their duties carried out for the year ended 31 January 1991.
4. Election of Directors and the Independent Auditors for a term of one year.
5. Miscellaneous business as may properly come before the Meeting.

A shareholder entitled to attend and vote at the meeting may appoint a proxy to attend and vote on his behalf and such proxy need not be a shareholder of the Fund.

By Order of the Board of Directors C O Martin

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See the Top Opportunities page in Friday's FT

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NOTICE IS HEREBY GIVEN, pursuant to Section 48 of the Insolvency Act 1986, that a meeting of the creditors of the above named companies will be held at 20 Old Bailey, London EC4A 3DF on the 26th day of April 1991 at 11.00 a.m. for the purposes mentioned in Section 48 and 49 of the said Act.

A creditor is entitled to vote at the meeting only if:

- (a) he has forwarded to the Joint Administrative Receivers, Mr P R Sykes and Mr P W G Duffin, of BDO Stoy Hayward, 20 Old Bailey, London EC4A 3DF, not later than noon on the 25th day of April 1991 details in writing of the debt that he claims to be due to him from the above named company, and the claim has been duly admitted for the purpose of endorsement to vote, and

- (b) there has been lodged with the Joint Administrative Receivers any proxy which the creditor intends to be used on his behalf.

P W G Duffin Joint Administrative Receiver

Specialised Coach Services (International) Limited

Registered number: 177604

Nature of business: Service Agents and Distributors

Trade classification: 14

Date of appointment of administrative receiver(s): 14 March 1991

Name of person appointing the administrative receiver(s): Midland Bank Plc

Administrative Receiver(s): Mr N J Voight & J M Ingham

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## ESSEX

Thursday April 11 1991

Charms of the Constable Country; a more ordered path to investment Page 4

Gate to Europe; trains, jets, ships Page 2  
Luring industry Page 3

Essex has benefited relatively little from the decades of growth in south-east England, writes

Stewart Dalby. But with the development of the Channel Tunnel, Stansted Airport and the European single market, it is being transformed into the UK's gateway

## Back to the limelight

LESS than a decade ago, Essex was an ignored part of south-east England. The exodus of companies and people from London in the 1980s and 1970s moved west along the M4 past Heathrow airport, into Berkshire and Wiltshire. Or they went north into Hertfordshire and Buckinghamshire. To a lesser extent the exodus moved south to Surrey and West Sussex.

Overseas investment, particularly from the US, also homed in on these areas. Essex had its new towns at Harlow and Basildon. But they attracted less interest than Crawley in West Sussex or Bracknell in Berkshire. They were also probably deprived of their New Town status too quickly.

Only a few companies considered moving eastwards. Indeed there was a cruel myth that the only people interested in migrating to Essex were successful members of London's East End criminal fraternity, who bought up discreet bungalows and detached houses in the green belt, or working class retirees drawn to the seaside resorts of Southend and Clacton by their memories of happy holidays there long before the days of Costa del Sol package tours.

The county's obscurity and rather down market image was due to the fact that it was awkward to get to. It physically abuts London, but the roads out of the capital were a spider's web of secondary routes through every built-up conurbation and innumerable traffic lights. The train service was indifferent.

Like Kent, Essex is also a peninsula, with large stretches of land seemingly going nowhere.

By the mid 1980s, all this was transformed when the M25 motorway was completed. Together with the M11 to Cambridge, this had the effect of opening the county up.

Essex has seen a net immigration of about 10,000 people a year since 1985, giving it a population of 1.53m. This makes its population slightly larger than Kent's and slightly smaller than Hampshire's although both those counties cover greater areas.

Many of the new Essex residents are commuters whose arrival has boosted house prices. East Anglia, including Essex, had the largest rise in house prices in the country from 1985 to 1988 when the last property boom spluttered out. Using the first quarter of



The towers and spires of Colchester, as seen by local artist Ian Hay: a quiet corner of England being drawn back into the historic mainstream

1985 as the base of 100, the index for East Anglia rose to 281 by the first quarter of 1989. For the outer Metropolitan area it went up to 275.4; for the south-east as a whole, it climbed to 281.6.

It is estimated that 160,000 people converge on London each day out of a total Essex workforce of something out of 700,000. But Essex has other attractions besides that of a dormitory for commuters.

As the embrace of Europe tightens, gets ever closer, with the EC internal market due in 1992 and the opening of the

Channel Tunnel in 1993, Essex, perhaps more than Kent, is emerging as the key strategic county for companies wanting to draw closer to Continental businesses.

Kent will have the fixed link and also ports. But the Channel Tunnel will not be able to carry its full complement of traffic immediately. Essex has the important ports for northern Europe - Tilbury on the Thames, Harwich, Felixstowe and Ipswich.

Although Felixstowe and Ipswich are not in Essex, traffic from the south has to pass

through the county to get to them. These ports have in recent years drawn an increasing volume of trade from the Midlands and the north of England.

West coast ports such as Liverpool used to be Britain's front door to the world. Now they are the back door. The east coast ports have assumed primacy as business with Europe has risen.

Improved communications such as the upgrading of the A120 and other roads to the west should mean even greater volumes of cargo and people

moving through these ports. The county council has been very keen to develop closer ties with Europe. It has twinned with the French region of Picardy.

It has set up various organisations aimed at developing closer business links. It holds conferences such as the Euro week this month to encourage cultural and economic rapprochement.

The opening of the Dartford bridge to complement the Dartford Tunnel will make it easier for road traffic to travel to the south of London via the M25. If

a new crossing of the Thames is built at the bottom of the A130 somewhere between London and Canvey Island during the next decade, it will further help traffic seeking to link-up with the Kent roads and the Channel Tunnel.

Then there is Stansted airport. It is difficult to overestimate the impact that Gatwick has had on West Sussex in development terms or Heathrow on the towns along the M4.

The designation of Stansted as London's third airport will draw not only people but also companies into Essex.

All this will create great development pressure. Indeed, it has already started. Essex is being targeted by institutional investors in the City, who feel that areas to the west and north of London are overheated and overpriced.

The recession has temporarily masked the underlying demand for office and industrial space and there are millions of spare square feet to be filled.

But it is felt these will be swamped once the economy improves. Developers will be on the lookout for more sites.

The county council and the 14 district councils are aware of the interest and see their not inconsiderable task as directing the development into the areas they want rather than have the county indiscriminately littered with car parks, industrial estates and ugly housing sprawls.

They do not want the M11 to be flanked by endless factories such as those which line the M4. They want to keep the beautiful countryside and villages around Stansted free from rash of new buildings. Above all, they want to prevent the green belt and environmentally sensitive areas from being crisscrossed by new roads. Instead, existing roads would be widened and improved. Like Kent, Essex has a lot of green belt land, embracing almost a third of its 367,384 hectares. Its existence is one of the reasons why it took so long to get the motorways into Essex.

Mr Robert Adcock, the chief executive of the Essex County Council says: "we must be realistic. There is great interest in Essex now, although it was ignored until they put the roads in."

"I worked in Berkshire a long time ago. They tried to stop development there but everything was overturned on appeal to the Department of the Environment."

"You ended up with ribbon development anyway. We must avoid a drawbridge mentality if we want to preserve the benign environment we have got. We have identified sites for industry and offices and housing."

"We are determined to build around existing areas in each category and not allow unplanned sprawl."

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## ESSEX 2

Business and beaujolais help to seal Essex Man's European connection

## Battle against the centuries

"EUROPE est la!" is a rather odd phrase that the people of Essex are seeing a great deal of now. It appears on leaflets and posters in libraries throughout the county, publicising Essex Euro Week, which runs from 10 to 15 April.

The eight-day programme (a council official was unsure whether this extended week was a change brought about by EC harmonisation which had been overlooked) is designed to "heighten awareness of what the single market means for Essex", says Chris Trowhill of Essex County Council. "It'll be a judicious mixture of business and beaujolais."

There are more than 100 events ranging from conferences on the environment, business and finance, through film, theatre and music shows, "gastronomic tours" and competitions, to "Send a Balloon to Europe" in Halstead High Street. Sponsors include the local councils, companies such as BAA Stansted and Ford, the University of Essex, and local arts and sports groups. The European Commission will also have a mobile information unit travelling around the county, showing an exhibition of opportunities afforded by the single market.

Will the event affect the prejudices that some British people hold about continental Europe? Mr Trowhill admits that "you're battling against centuries", but argues that people are beginning to see the advantages of learning about the rest of the continent. He gives the example of the fire brigade which has set up exchange visits with brigades in other countries such as Germany, to discuss common problems such as rules for handling of hazardous substances - which vary across the continent - and how standards should be harmonised. Mr Trowhill says that the services hold language courses to make it easier to communicate with continental lorry drivers, for example.

Essex is a member of the Association of European Regions, which has its headquarters in Strasbourg and discusses development of regionalisation. Other UK members

include Hampshire and Kent. The Commission is receptive to trans-Euro networks, says Mr Trowhill. The county is increasing its links with Ludwigshafen, a German county near Stuttgart with which it has been tied for 12 years, and has recently joined forces with Picardie in France - it set up a joint Essex-Picardie office in Brussels last month.

Picardie was chosen, says Mr Trowhill, because the two regions have common characteristics: their location relative to the Channel and the capitals of their countries, causing overspill development, for

## A Brussels computer is used as a dating agency to match companies' needs in the Community

instance, is similar. Picardie has Charles de Gaulle airport, Essex, Stansted; both are affected by the Channel Tunnel in similar ways, and both have a large agricultural base and vehicle industry.

"The whole message is joint projects of a trans-Euro nature," says Mr Trowhill. "I call it the rule of three." Funding is available from the European Social Fund for co-operative developments across regions, particularly for those classified as "objective one" areas - that is, the most disadvantaged. Essex is looking towards links with Portugal to tap this funding.

However, funding from the social fund is decreasing as it flows further east, and Mr Trowhill says that "around the Commission there are pockets of money" that can be tapped for specific projects such as schemes forming links to develop language training or cultural understanding. The council was given £500,000 to buy the Temple Barns, built for the Knights Templar in the 11th or 12th century, and £2m was paid by the EC to build the Braintree bypass on the A120, which is seen as a trans-continental route between continental Europe and Ireland.

"It's all part of people devel-

oping an understanding", he says. "It's a long and subtle process." Though he reckons that other counties might be doing more, "we are pretty well up in the game". He points out that the position of Essex makes it one of the areas nearest to continental Europe: "We do look across the North Sea."

Sir Terence Beckett, ex-CHI chairman and resident of Essex, reckons that the area has the most to gain from 1992 because it provides a natural channel across the UK to continental Europe; Kent has good links with France but not the rest of the mainland, and further north the sea crossing becomes much longer.

At the port of Tilbury in Essex, the second largest UK container port, Mr Dean Mahoney says "we are all going for language classes" and travelling roadshows have publicised the port in continental Europe. "We are almost twinning with Rotterdam and Le Havre", he says. Tilbury is helping to build a hub and spoke operation with the hub, Rotterdam, docking the mother cargo ship while smaller ships take frequent loads from Tilbury and continental European ports to load it.

Mr Colin Attenborough, who runs a computer network of UK companies seeking contacts across the Channel, says that "Europe is the big theme" for Essex at the moment. The network - BCNet - was an EC initiative set up about three years ago to help small companies co-operate across the Community. A computer in Brussels is used like a dating agency to match companies' needs, and 350 intermediaries, of which Essex council is one, convert each company's requirements into computer-speak to input the details.

BCNet was "conceived as a free-of-charge network", says Mr Attenborough, but since business advisers from the council spend a couple of hours interviewing the company and then provide information on which companies across the water match its requirements, the council now requires a nominal £40 fee, or £50 for cit-

izens outside Essex. "The question of fees is exercising all BCNet intermediaries at the moment," says Mr Attenborough, partly as the EC wants to expand the network to take in eastern European countries such as Poland - "they're thinking of nearly doubling the number of intermediaries", he says. "It has to stand on its own feet financially."

At present, the matchmakers can arrange the first meeting between companies but will leave the rest up to the two parties. Mr Attenborough reckons this is too early: "I am very conscious that they are still

very nervous." He thinks there is a brokerage role that should be played at this stage: "It could give more service. Brokering between the two companies is the tough bit."

But an advantage of the network is that as intermediaries use it, they get to know each other and can talk direct about link-ups without using the computer, which has disadvantages.

"Business can only be done person to person at the end of the day. BCNet is just a tool in the toolbox."

Elizabeth Tacey



Stansted's new terminal: an international facility whose significance will grow with time

Stansted is set to be the gateway to Europe, writes Bob Garton

## Continent no longer cut off

COMMUNICATIONS has always been the life blood of Essex. To the southwest lies London. To the east lies the European mainland.

With the arrival of London's third international airport, the county is set to become the gateway to the Continent.

When the Queen opened the £400m air terminal at Stansted on March 15, she ushered in a new, global chapter in the development of Essex. Passenger traffic through Stansted is expected to grow from the present level 1.5m passengers a year to 8m a year by the middle of the decade.

Air UK expects to treble its passenger levels in the next 12 months; Ryanair, the Irish airline, recently transferred its services from Luton to Stansted; and American Airlines plans to run flights to Chicago from the airport from next year.

Airport development will add to the county's prosperity, encouraging investment and employment, but at the same time increase pressure on road and rail links.

The airport itself is now only 41 minutes from the City thanks to the opening in February of British Rail's £44 million station inside the terminal. The Stansted Express will run frequently between Liverpool Street and the airport, connecting with Tube services at Tottenham Hale, then to Tottenham, which will be regular services to Cambridge for connections with InterCity trains.

The introduction of the service is not without its critics: worried commuters fear it will put more pressure on the London-Cambridge line, which already has a history of late arrivals and cancellations. Sir Bob Reid, BR chairman, has said the line will be closely monitored to determine the need for extra track or signalling.

The expansion of the airport will create an estimated 90,000 jobs over the next 10 years. To put the impact of this growth in perspective, the present

The Thames high level crossing at Thurrock, opening soon, should have a big impact on the county

employment total in the district of Uttlesford, which includes Stansted, is only 17,000. The building of homes and other facilities for such an influx of population will inevitably increase the pressure on the county's roads - and more than half the major routes are already overloaded.

Residents of Essex, like the county council, are acutely aware that uncontrolled development could seriously damage the environment. While it may be best known for its new towns, industrial centres, ports and major thoroughfares, it is also a county of unspoiled historic villages, chocolate-box cottages and farmland: its acreage of prime agricultural land is second only to that of Cambridgeshire.

The challenge, as seen by county planner Peter Milne, is of a "constant balancing act between preserving the best of the county and ensuring that the community gets the best out of development". Development and employment are therefore being steered away from the immediate surroundings of the airport and towards towns such as Harlow, Dunmow, Chelmsford and Braintree. The overall intention is to redress the balance between commuting to London and local job availability. The county's major roads, which are constantly upgraded, are seen as corridors of movement, not corridors of development.

Access to the airport will be much improved by the upgrading of the A120, which connects the M11/Stansted interchange with the east coast. The Department of Transport is to fund the £75m cost of transforming this congested road into a dual carriageway as far as the new Braintree bypass. Work starts in 1993 and ultimately the A120 will be a trunk road from the M11 to the east coast at Harwich.

Another event which will have a significant impact on the county will be the comple-

tion this summer of the high-level Thames crossing at Thurrock, designed to relieve congestion at the Dartford Tunnel.

In 1964/65, the year after it opened, 5m vehicles passed through the tunnel, more than twice the number expected. A second tunnel, costing £45m, was built in 1980. When this opened traffic had grown to more than 11m vehicles daily. The construction of the M25 London Orbital motorway drew the Dartford tunnels into the national road network, prompting further traffic growth. Today about 30m vehicles a year - 80,000 a day - use the tunnels.

The new high-level cable-stay bridge, described by builders Dartford River Crossing as "a beautiful prospect", is rising 70 metres to the east of the tunnels. Its four lanes will double the traffic capacity of the Dartford-Thurrock crossing, relieving congestion on the M25 and bolstering the vital links, via the M20, between Essex and the Port of Dover and the Channel Tunnel.

The M25 and the new bridge have also helped to change the face of Thurrock. The area was once the centre of Britain's cement industry, but when this moved south to Kent in the 1950s it left behind a derelict landscape. The M25 has changed all that as more and more development is attracted to the area.

The Lakeside Retail Warehouse Park, the adjacent Tunnel Estate and the Lakeside regional shopping centre between them comprise 2m sq ft of retail floor space. Work is also well under way on the Thurrock motorway service area - the second on the M25. Over the next decade, 1,000 houses a year will be built in the borough.

Improved communications, which have long been the key to improved fortune for Essex, have been given fresh impetus

by the approach of the single market in Europe after 1992. "Essex is a European county now," says Mr Paul White, chairman of the county council.

This commitment to making the free market work for Essex is reflected throughout the county's transport policy. Nowhere will the opportunities for increased trade be felt more keenly than at the county's ports of Tilbury and Harwich. Tilbury, which has concentrated on deep-sea container business, is well served by the M25 and is close to London.

Harwich is the focal point of an ambitious scheme designed to improve traffic through the town and increase the usage of the port. The peninsula on which Harwich stands has no room for development, and the dense traffic making for the docks on the other side of the mile-wide Bathside Bay is forced through the narrow streets of the old town and Dovercourt. As a solution the county council has embarked on a £2m reclamation of the bay and the construction of a

Dovercourt bypass, which will in turn provide easy access to the deep-sea terminals planned for the bay area.

The Europeanisation of Essex is already seen in many of the county's roads as arteries and bridges are being widened and strengthened. The Braintree bypass attracted EC funding because of its integral role in the proposed pan-European route, which runs from southern Ireland.

By the end of the decade there may well be further expansion to the Essex road network, to cope with the expected growth in traffic from Europe and the new M25 crossing. A White Paper, *Roads for Prosperity*, contains several proposals for new or improved roads in the county.

They include an extra lane on the M11, easing traffic flows on the A12 London-Harwich route by improving the road or replacing it with a motorway, a link between Chelmsford and the M25; and upgrading or replacing part of the A127 running between east London and Southend.

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## ESSEX 4

David Blackwell on the hidden attractions of a neglected county

## A lot more than marshes

SOME IMAGES of Essex would hardly seem to recommend the county as a place worth passing through, let alone a place to stop and explore.

The most recent blemishing of the county's name appeared in a national Sunday newspaper last year, with its profile of "Essex man," the supposedly typical working class Tory voter from towns like Harlow and Basildon in "the bleak tundra" in the south. Sir Nikolaus Pevsner in his Buildings of England series described the Essex inhabitants as "unenvied possessors of an unattractive domain".

Daniel Defoe in his *Tour Through the Whole Island of Great Britain* in 1724 made much of the marsh dwellers who every spring took a new wife back to their unhealthy country "among the fogs and damps," where she would quickly succumb to an early death, leaving them free to look for another.

Such pictures of the county are very narrowly focused, however. And while Essex County Council is keen to improve the image of the county, tourism already accounts for about 3 per cent of its gross domestic product, according to Lynn Ballard, the county tourism officer. In 1989, UK residents made 2.7m trips to Essex, spending 7.8m nights and £116m. Overseas visitors made 240,000 trips, spending 2.7m nights in the county and £52m.

Essex Tourism, a section of the county planning department, had a budget last year of £165,000 to promote the county and encourage more visitors. "That's not a large budget for the amount of things we cover," says Ms Ballard.

Lyn Ballard believes that one of the major attractions of Essex is its diversity. It is one of the biggest of the English counties, and while heavily populated, most of the people are concentrated in the south. But the further north a visitor travels, the more rural the county becomes, and "it's not as pretentious and tarted up as other parts of the south east," she maintains.

In the far north, along the border with Suffolk lies the Stour valley - the countryside that inspired John Constable. This has changed remarkably little over the years, and predictably attracts thousands of visitors every year. The village of Dedham, where Constable went to school, was also the home of Sir Alfred Munnings, who specialised in painting horses and sporting pictures. His former house now contains a gallery with 100 of his paintings and drawings.

Much of the coastline is also wild and lonely, especially considering its proximity to large population centres. "Essex probably has more remote coastline than other counties in the south," says Ms Ballard.

The traditional two-week seaside holiday appears to be a thing of the past, however. But that is not to say that Southend, Clacton and Frinton are being totally ignored in favour of Spain and Greece.

Southend, famous for its 100-year-old pier, claims to be the nearest seaside town to London, and is ideally placed for the day-tripper. As the largest town in the county, it boasts a full calendar of events as well as a watersports centre and good fishing facilities.

Clacton and Frinton, however, are still attracting large numbers to their beaches, particularly at weekends. The wonderful weather in the past couple of summers has resulted in a boost for local accommodation providers.

All three towns are on direct lines to Liverpool Street station, tapping in to the main market for Essex tourism - north east London. Proximity to the capital, Ms Ballard



The "chocolate box" village of Finchingfield: one of the many quiet Essex backwaters which delight the weekend visitor

believes, is one of the county's biggest assets. "Essex, the next best thing to London" has been adopted as one of the tourist authority's slogans.

The highest proportion of overnight stays in the county are for business, a market the tourism authority is keen to build on. Large hotels in inland towns such as Harlow and Brentwood provide the business world with cheaper conference centres than London.

The list of places to visit, which is free to visitors, will this year contain 300 venues - double the number listed three years ago. The list reflects the long history of the county, which in Colchester contains Britain's oldest recorded town, dating back to the Romans. Essex is rich in timber framed buildings as well as castles and magnificent churches built on the profits of a thriving medieval textile industry.

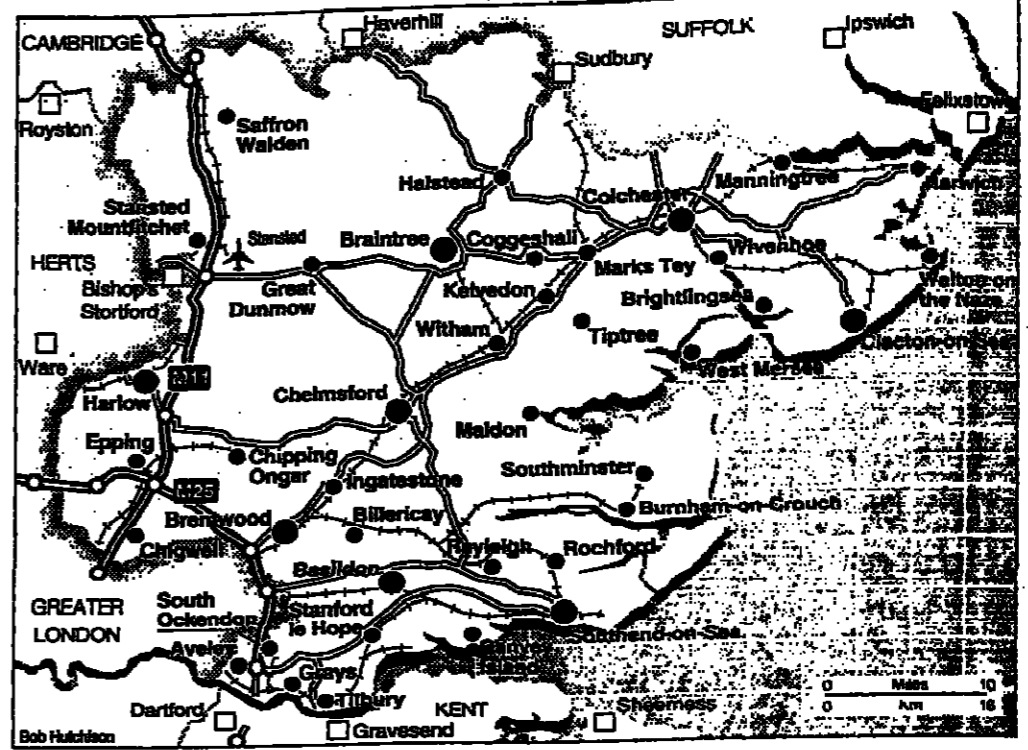
More modern history is also reflected in three steam railway museums. The latest to open - Mangapps Farm near Epping - is one of the businesses which the tourist authority has advised. The owner has turned a private hobby into a tourist attraction.

The authority is well aware that the number of foreign visitors to Essex is relatively small, and is making a big effort to attract them. A tourist information office is sited at Harwich, which has 2m people passing through on the ferries to the Hook of Holland, Sweden, Germany and Denmark.

The authority also hopes to put an information office at the expanded Stansted Airport; it is holding a meeting this month with the aim of starting a marketing group with hotels and other businesses in the area.

The county's links with the US are also being revived next year - the 50th anniversary of the arrival of US forces for the Second World War. The authority is already starting to get in touch with veterans' groups, and has produced a brochure entitled *Stars'n'Stripes in Essex*.

According to Lyn Ballard, Essex's links with the US go back a lot further, however. It had the largest number of emigrants to the New World of any county, including the ancestors of George Washington and President Bush.



Planners show pragmatism and caution, writes Stewart Dalby

## Policy of urban containment

THE views of the county council towards development of Essex as an industrial and commercial base can be seen in microcosm in its attitude towards Stansted.

The council was opposed to this little corner in the north-east of the county being developed as London's third airport.

Stansted is in one of the prettiest parts of Essex, known as Constable Country after the painter John Constable who executed some of his most famous landscapes there or nearby.

The noise pollution for the attractive towns and villages in this part of Essex would have been intolerable, the county argued in the various protracted hearings about the airport.

Now that Stansted is a *fait accompli* as an international airport - the new terminal was opened last month - the county council has accepted it with reasonably good grace and has begun to recognise the benefits it brings.

It is fiercely opposed to the idea of a second runway, however, and is determined that airport related developments will be conducted in an orderly manner.

It has said in its structure plan, therefore, that houses for the 10,000 people already or soon to be involved in Stansted should be built around existing towns and villages, and in harmony with present residential areas.

Similarly, with any commercial and industrial developments. The council and district councils are trying to insist that any such developments are "on site" and do not sprawl on to the surrounding countryside.

With something like 700 acres available for Stansted and its associated activities it should be possible to contain related industries within its confines.

Stansted is only the latest in a number of projects which have brought Essex to the attention of developers.

The completion of the M11 and the M25 motorways by the mid-1980s opened up the county.

The switch of trade from the west coast ports such as Liverpool, dealing with the US, South America and Africa to the east coast ports of Felixstowe, Harwich and Ipswich which trade with Europe meant that more companies began to consider Essex.

The overcrowding and rising costs of popular relocation areas to the west of London such as Swindon, Reading and Bristol have caused developers and institutional investors to look elsewhere for potential opportunities.

Other projects that are happening or are likely to happen include the improvement of the A120, the upgrading of the A127 and A13 and the construction of a new Thames crossing at the bottom of the A130 around Canvey Island. They are all bound to enhance Essex as an investment centre.

The targeting of Essex began before the current recession. The depressed market has obscured the underlying demand for office space in the county.

The briefest visit to Chelmsford or Southend is sufficient to reveal how much commercial development has been going on.

The planners at the county council estimate that there is currently around 4m sq ft of

commercial-industrial space on the market. This is double what was on offer a year ago. Of this total some 1.2m sq ft is office space.

Once the economy begins to pick up, however, this space is likely to be taken quickly. Officials at the county council and at some district councils feel that the pent up demand might possibly outstrip the potential supply.

Accordingly, to prevent developers from "ruining" the

**Officials are confident that when interest rates fall there will be strong demand for developable land**

county, says Mr Robert Adcock, the chief executive of the county council, there are plans to release sufficient industrial, commercial and housing land consistent with maintaining a benign environment.

The county structure plan which looks as far ahead as 2001 estimates that some 60,000 houses will be needed between 1991 and 2001.

The plan, which is in line with Serpian, the government's regional plan for the south-east, envisages the provision of up to 1,500 acres for industrial and commercial use by 2001.

The availability of land varies according to where in the county one looks. In Southend, there is hardly any industrial land identified. Despite the recession which is hitting Southend's airport hard, there are only tens of thousands of square feet of office space available rather than hundreds of thousands for which there is demand.

In Harwich, by contrast almost 300 acres has been given approval for development. Most of this is for industrial and commercial use in Bathside Bay and will be on reclaimed land.

At Colchester, the new 35-acre upmarket business park is about to come on stream, close to the older industrial estate of Severalls Park.

Thurrock on the River Thames, which once saw itself as a rival to Docklands, has about 286 acres which could be made available for industrial and commercial use. Some of it, however, is degraded land, such as former chalk pits.

In Harlow and Basildon, developed as new towns, land is still available. The local council in Harlow has about 13 acres which could be approved for industrial and commercial use including a five-acre site in the town centre and another 150 acres of agricultural land which could be tapped if the demand arose.

At Basildon, the Commission for New Towns, which is charged with realising outstanding assets left by the new town corporation, reckons there are 180 acres available for industrial and commercial use and 130 acres slated for residential purposes.

Prices vary. Before the recession industrial land in Thurrock was fetching £1m an acre. In the north of the county the going rate was nearer £500,000. At present, prices are notional as demand is flat.

County officials are in no doubt, however, that when the economy picks up and interest rates fall further, there will be a strong market for developable land. Some feel that even the 1,500 acres may not be enough.

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## INSIDE

### Li Ka-Shing meets a rare defeat



Li Ka-Shing (left), one of Hong Kong's most prominent entrepreneurs, suffered a rare personal defeat when his bid to buy them out from the property, oil and electricity subsidiary, Cavendish International Holdings, which he wanted to take private and merge with his main Hutchison Whampoa business. Yesterday's vote, which fell well short of the required majority, was followed by a rowdy extraordinary general meeting at which the offer was noisily attacked by individual ethnic Chinese shareholders. Page 23

### Scrap issues lose bonus label

A revision in the Japanese commercial code, designed to remove a popular misconception that scrap issues are a bonus to shareholders, could alter attitudes long ingrained in Japanese companies and investors. But the idea that scrap issues are no longer "gratis" may be difficult for many Japanese investors to accept. Back Page

### Ocean takes the plunge

Ocean Group joined the wave of rights issues in London yesterday with an £88m (\$155.7m) cash call on a one-for-four basis. The diversified industrial conglomerate said the proceeds would enable it to continue its programme of investment and selective acquisitions. Clare Pearson reports. Page 27

### Shopping for shops

Daiel, the Japanese retail group, was yesterday reinforcing its vast retail empire in Japan. The group paid ¥58.9bn (\$436m) to lift its stake in chain store operator Maruetsu from 26.7 per cent to 38.1 per cent. Last month Daiel announced a partial bid for Maruetsu in expectation of the sale of a 24.95 per cent stake by Shuwa, the debt-laden property and stock market group forced to abandon its own plans to dominate Japanese retailing. Page 23

### Fishing for a solution



Iceland's economic dependency on fish is proving an obstacle at the current negotiations over the creation of an 18-nation European Economic Area. Fishing accounts for 75 per cent of Iceland's merchandise exports and 21 per cent of its gross domestic product. Although its case for special treatment may be taken seriously, fears remain in Iceland that a final agreement may be presented in a "take-it-or-leave-it" form. Page 22

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### Chief price changes yesterday

FRANKFURT (DM)			PARIS (FFr)		
AGF	221	+ 7	Elf	1980	+ 75
AWG	632	+ 7	Elf	779	+ 18
DLW	629	+ 24	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18
Elf	632	+ 19	Elf	620	+ 18

LONDON (Pence)			PARIS (FFr)		
ADT	88	+ 4 1/2	Adair	116	- 7
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16
Anglo Am	143	+ 17	Anglo Am	283	- 16

## Boeing finds De Havilland buyer

By Haig Simonian in Milan, George Graham in Paris and Bernard Simon in Toronto

ALENIA and Aerospaciale, the Italian and French state-owned aerospace groups, have reached agreement to buy De Havilland, the Canadian aircraft manufacturer owned by Boeing of the US. A price for the deal, which is still subject to Canadian government approval, has not been disclosed. However, the European companies are believed to have made a substantial investment commitment.

De Havilland's commuter planes have not fitted comfortably into Boeing's product range and the US company has struggled to overcome labour and production problems at the Havilland factory in the northern suburbs of Toronto.

British Aerospace is among other companies which expressed an interest in bidding for De Havilland. However, serious negotiations with Boeing were prevented by an exclusivity agreement between the US company and ATR, an aircraft development venture.

An official at Alenia, formed from the merger of Aeritalia and Selenia last December, said reports of a promise to invest \$1bn in De Havilland over the next 10 to 12 years were "exaggerated". However, Alenia and Aerospaciale will have to give clear indications of their plans in order to secure approval from Investment Canada, the agency which has to approve foreign investment projects.

Separately, Alenia has revealed that joint negotiations are under way with Aerospaciale and Alcatel, the French electronics and engineering group, to buy Space System, the former Ford Aerospace business now owned by Loral of the US.

## Alice Rawsthorn looks at acquisitions in the cosmetics industry Irresistible allure of the beauty business

ELIZABETH ARDEN, one of the *grande dames* of the beauty business, once called her industry "the most vicious...in the world".

Vicious it may be, but the business of selling lipstick, blusher and mascara is still sufficiently lucrative to attract Procter & Gamble, the powerful consumer products group, to invest \$1.14bn in buying two cosmetics companies - Max Factor of the US and Becton & Dickinson of Germany - from Ronald Perleman's Revlon.

Mr David Lang, an analyst at the Henderson Crosthwaite securities house in London, says there were more than 100 acquisitions worth \$12.5bn in the industry between 1985 and 1989. At the beginning of last year there were at least another \$1bn of companies up for sale.

The stream of deals seems set to continue. The remainder of Revlon, which includes the Almay and Ultima II brands, is still on the block. Unilever and L'Oréal are mooted as potential purchasers. Avon of the US is looking for buyers for some of its subsidiaries as it struggles to cling on to its core cosmetics business.

The main catalyst for all this activity has been the buoyant state of the personal products market. The market enjoyed real growth of 6 per cent a year - with higher growth for premium products - throughout the late 1980s thanks to the combination of greater affluence and technological innovation, particularly in sectors such as shampoo and skin care.

It is far cheaper for companies to buy a brand name in personal products than to create a new one. Mr Lindsay Owen-Jones, chairman of L'Oréal, once estimated it would take 20 to 30 years to build a new brand. As a result, companies like P&G and Unilever have had no option but to do so through acquisition.

The result of the expansion is greater concentration of ownership. P&G will control almost 10 per cent of the \$45bn global market after the Max Factor and Becton deals with personal products sales of more than \$5bn.

Mr Lang of Henderson estimates that the five largest players - P&G, Unilever, L'Oréal, Shiseido and Avon - now command 40 per cent of sales and that 70 per cent of the market is in the hands of only 15 companies.

The expansion of the giant consumer goods groups has also heralded a new era of heavy investment in marketing and advertising. This is making it increasingly difficult for smaller companies to remain competitive. Marketing budgets have rocketed. P&G has already gained market share for Cover Girl in the US, partly by investing in advertising. It is now expected to apply the same tactics to Max Factor, which has lost momentum after years of under-investment.

The smaller players, or financially-strapped companies like Revlon, cannot afford to match this expenditure. Similarly, the consumer goods groups can use their vast manufacturing facilities to extend brands into different product categories. P&G is already doing this with Oil of Ully. Unilever is harnessing years of expertise in the soap market to help develop new skin-care products.

These big diversified groups also have an advantage with distribution. First, their vast sales networks make it easier to introduce products to new international markets. Second, they already have close contact with the supermarkets and drug stores that are becoming increasingly important distribution channels for some personal products, particularly cosmetics and perfumes.

Yet every company, large and small, faces the challenge of the changes in the personal products industry. One important change is that the market is slowing.

The recession has already taken a toll on sales in the US, UK and Australia. The upper end of the market has suffered most due to recession and the Gulf war's effect on air travel and duty-free sales.

The market is certain to recover when the recession ends, but not to the same growth levels as in the 1980s. Mr Mike Perry, a director of Unilever, forecasts long-term growth of 4 per cent a year for the mass market and 7 per cent for premium products, slightly lower than in the late 1980s.

At the same time the Japanese are likely to become more active outside their own country. So far Shiseido and Kao have been comparatively cautious in their approach to expansion outside Japan, but both have ambitious long-term targets.

## Société Générale falls 25% after bad debt provisions

By George Graham in Paris

SOCIÉTÉ Générale, the French high street bank, has reported a 25 per cent drop in profits after a substantial increase in provisions for bad debts and securities.

Net profits fell to FF2.7bn (\$472m), down FF2.88bn from the previous year, after a FF2.2bn increase in new provisions to FF5.8bn.

"These are not horrible results. We'll see more of the like this year," said Mr Marc Vénot, Société Générale chairman.

Mr Vénot said, however, that the bank's gross opening profit had fallen by 11 per cent last year to FF9.9bn, as banking revenue stagnated despite a strong increase in lending and capital markets activity.

Société Générale said its average cost of funds rose 76 basis points last year to 5.26 per cent while, in the face of continued

fiere competition in the banking market, it had managed to keep the increase in its average lending rate to only 34 points, at 10.83 per cent. This meant a 42 basis point drop in its average lending margin.

Mr Vénot said the increase in provisions had included FF2.88bn of reserves on Third World debt risks, as well as substantially increased provisions for corporate client risks and personal loan risks.

The bank provided FF1.3bn on its investment portfolio, adopting a prudent policy using market values at the end of the year. As financial markets have risen since then, this provision would probably have been only half as large had it been established on current market values.

Mr Vénot said Société Générale's board had decided against cutting the dividend, and proposed to maintain the same dividend of FF15 a share. This was based on the view that last year's poor results represented more an accident than the beginning of a lean period, he said.

For Société Générale, he said, this year offered at least two hopes of a turnaround in net profits, even if banking revenue remained stagnant. The first was the likelihood that it would not again have to make such heavy provisions, particularly on its investment portfolio. There was also hope that it would not repeat the FF2.88bn loss it suffered from its 23 per cent stake in European American Bancorp.

Last year's results included exceptional profits of FF728m on the sale of a building on Avenue Victor Hugo in Paris, and of FF722m on the rest of Société Générale's stake in BIP, the arbitrage bank.

Smiths wins US orders for \$700m

By Charles Leadbeater in London

SMITHS INDUSTRIES, the UK aerospace and medical group, yesterday unveiled orders from the US, including an innovative avionics system for Boeing, the civil aircraft manufacturer, which could be worth more than \$700m during the next decade.

The group announced two orders from Boeing for its 777 aircraft, which is due to come into service in 1995. The announcement is a significant breakthrough for Smiths in transferring military technology into civil markets. It is the first British supplier to win a significant contract for the aircraft.

Smiths revealed the orders after reporting pre-tax profits of £50.7m (\$89.7m) for the six months to February 1991, against £50.1m for the previous year. Turnover was £29m down at

\$288m. Pre-tax profit was boosted by interest income of £8.5m from net cash of more than £115m.

Mr Roger Hurn, the group's chief executive, said Smiths had stepped up its search for possible acquisitions. Mr Hurn will become chairman as well as chief executive following yesterday's announcement that Sir Alex Jarrett, the current chairman, plans to retire in November.

Smiths will develop and install a sophisticated electrical power and fuel management system in the Boeing 777. This system has previously only been used on prototypes for military aircraft. The order will be worth at least \$500 during the next 10 to 15 years.

The main electrical load management system (ELMS) will eliminate miles of electrical wiring which usually connect control switches in a cockpit to functions around the aircraft.

The Smiths' system, developed for prototypes of the European Fighter Aircraft and the US Longbow Apache helicopter, uses a computer to issue instructions to the aircraft's functions.

The second Boeing 777 order, worth about \$100m over the next decade, is for a fuel measurement and indication system. This will be the first such system on a civil aircraft to use ultrasonic sensors to assess fuel consumed.

Smiths has also won two military contracts - to fit electronic head-up displays to about 1,100 US Air Force F-15 aircraft and a fuel system for the US Air Force's C-141 heavy transport plane. These are expected to be worth about \$100m and should come on stream in 18 months.

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## German bank lifts payout on 12.3% rise

By Katharine Campbell in Frankfurt

GROUP partial operating profits at Commerzbank, Germany's third largest bank, climbed 18.3 per cent to DM1.36bn (\$837m) in 1990, due largely to buoyant credit business. The increase allowed the bank to raise its dividend and significantly boost country risk provisions.

Total operating profits, however, grew only 12.3 per cent as the bank's own account trading failed to reach 1989 levels. Analysts estimate total operating profits to be about DM1.6bn. A DM1 increase in the dividend to DM10 has been announced.

In his final press conference before stepping down, Mr Walter Seipp, chief executive for 10 years, said Commerzbank had "massively" topped up its loan-risk provisions, and included some countries, notably Bulgaria, for the first time. He said risk cover had been increased from about 50 per cent of outstanding loans to "at least 60 per cent" across the Commerzbank group.

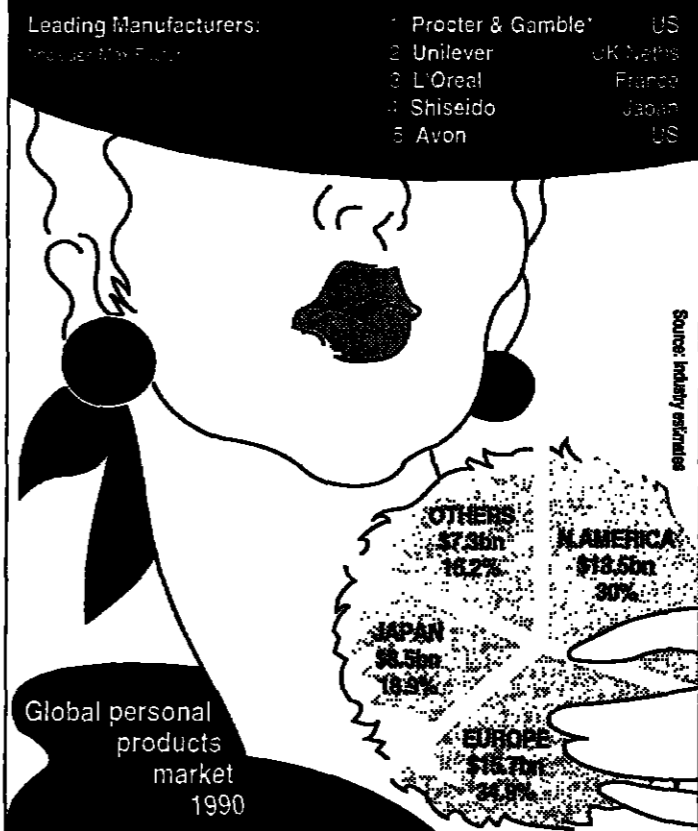
Despite the provisions boost, Commerzbank's net income fell only slightly, to DM557m from DM564m. Mr Stephen Lewis, banking analyst at Salomon in London, estimated that an increase in provisions of about DM550m had been partially offset by extraordinary gains of about DM450m from the sale last year of its 10 per cent stake in the German construction company Hochtief.

At the same time, Mr Seipp confirmed earlier indications that Soviet risk would not be provided for - unlike at Deutsche Bank, which included the Soviet Union in its list of debtor countries for the first time in the 1990 accounts.

Mr Seipp said: "The Soviet Union is still the second world power, after the USA, with one of the richest natural resource bases."

Regarding the much-heralded share swap between Commerz and French state-owned Credit Lyonnais, Mr Seipp said he hoped a deal would be concluded "in the foreseeable future". He said his bank was "big and strong enough to go it alone" in most parts of the world, while spelling out again the advantages of closer co-operation in Europe, west and east.

Mr Seipp, who hands over to board member Mr Martin Kohlhausen after the annual meeting in May, said that building a new bank network in East Germany had led to a 9.9 per cent increase in the parent bank's administration costs to DM3.031bn during 1990.



Global personal products market 1990

Procter & Gamble US  
Unilever UK/Netherlands  
L'Oréal France  
Shiseido Japan  
Avon US  
JAPAN 18.3%  
AMERICA 30%  
EUROPE 18.3%

## What's in it for you?

Market access. Pure and simple. Because the Asahi Shimbun is Japan's most widely read and influential daily newspaper. A power-house media vehicle reaching more than 8,000,000 households and offices every day. With the majority home-delivered. And to families where professional, executive and management profiles predominate. Where home ownership is most common. And income significantly above the national average. Quality reader-access that attracts quality advertisers who appreciate the unrivalled reach of the paper, as well as the cost-effectiveness of its regional/national-edition options. So if your clients are looking to make a name for themselves in Japan, take a look at the Asahi Shimbun. You'll find there's more in it for all of you.

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PUBLISHERS: Ashida  
P.O. Box 65015-15410, 12 rue P. Savoy, P. Savoy, Athens, Greece  
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## INTERNATIONAL COMPANIES AND FINANCE

## Southend in £130m bid for Frogmore

By Vanessa Houlder in London

SOUTHEAST Properties yesterday launched a £130m (£232m) paper bid for Frogmore Estates, in the first big takeover offer since the UK property sector went into steep decline last summer.

Frogmore promptly rejected the offer as "unsolicited and unwelcome".

Frogmore's rejection of the bid focused on its balance sheet which has virtually no gearing compared with Southend's of about 90 per cent. "The philosophies of the two businesses are significantly different," Frogmore said.

"We believe it is beneficial to maintain a lowly-gearred balance sheet in the present uncertain climate, in contrast

with the current policy of Southend." Mr Malcolm Dagul, chairman and managing director of Southend, said that the combined portfolio would be well balanced and would offer overhead savings. He claimed that Southend could manage the portfolio better than Frogmore.

Mr Dagul said an investment company should be geared to take advantage of opportunities in a market which had hit the bottom, even if a swift recovery was not in prospect. Analysts felt that the bid was opportunistic. "It gives Southend a cheap chance to consolidate," said one.

Frogmore has been seen as a potential bid candidate for sev-

eral years, due to the accumulation of a 23 per cent holding by Markheath Securities, another property company. Just over a month ago, Markheath arranged to sell most of its stake with a series of put and call options.

Southend yesterday bought 4m Frogmore shares for £12.92m. In addition, BZW, the investment arm of Barclays bank, agreed to sell its 4m shares which were the subject of one of the call options. This gives Southend control of 20 per cent of Frogmore shares.

James Capel and Paribas have offered, on Southend's behalf, to acquire remaining Frogmore stock on the basis of 3.1 new Southend shares for

each of Frogmore's. Southend also offered its shareholders 14.2m new shares at 100p each. Comparisons between the two companies are complicated by the fall in asset values over the past year. However, at the end of June 1990, Frogmore reported net assets of £202m, while at the end of March 1990, Southend had net assets of £161m.

Even before the announcement yesterday, Frogmore's shares rose from 332p to 349p. However, Southend's shares fell 5p to 105p after the announcement.

Charterhouse, the UK merchant bank, is acting for Frogmore. Lex, Page 20

## UCB turns in flat year at BFr2.31bn

By Andrew Hill in Brussels

UCB, Belgium's third largest chemicals group, yesterday reported almost unchanged net profits of BFr2.31bn (\$67m) in 1990, compared with BFr2.33bn in the previous year.

The difficult economic climate and losses in the group's film activities held back profits. The group is proposing an increase in the net dividend for the year, from BFr330 to BFr360 a share.

Sales were slightly higher at BFr43.8bn, and profit before tax and exceptional gains slipped from the 1989 record of BFr2.25bn to BFr2.1bn. UCB said its anti-allergy drug Zyrtec had been well-received by the medical profession in the countries where it has been introduced.

## Rieter declines 54% after spinning machine sales fall

By William Dufforce in Geneva

RIETER, the Swiss textile machinery group, plans to halve its dividend after disclosing a 54 per cent slump to SF36.3m (\$26.6m) in net consolidated earnings in 1990. Group turnover, SF1.78bn, fell 5.1 per cent on 1989.

Group sales and earnings were badly affected in 1990 by the worldwide fall in demand and consequent erosion in prices for spinning machines, in which Rieter specialises. Turnover in the division fell by 12 per cent to SF199m.

All the other divisions increased sales. Turnover in the Unilever noise control business rose by 3 per cent to SF590m; chemical fibres gained 1 per cent to SF160m, while sales of castings climbed by 10.3 per cent to SF128m.

Consolidated cash flow fell by 24 per cent to SF126.3m. Operating results at SF37.4m were down by SF37m while non-operating income declined from SF48.4m to SF22.8m.

Rieter Holding, the parent company, closed 1990 with a net profit of SF11.7m against SF26.9m in 1989. The board proposes to reduce the shareholders' dividend from SF50 to SF25 per registered share and from SF10 to SF5 per participation certificate. The dividend had been increased in the two previous years.

Since last month, working hours have been shortened for 2,100 of the 2,700 employees at Rieter's Winterthur base and the company plans to close completely for a week in July. At the beginning of March,

Seurer Group Holding, the parent company of Mr Tito Tetamanti, Swiss financier, announced that it had bought 6.7 per cent of the capital and 5 per cent of the voting rights in Rieter Holding.

Mr Tetamanti, who has engaged in takeover battles in the past, said that the stock had been bought in agreement with the Rieter board and that he was not seeking a larger stake for the time being.

In 1989, Rieter became one of the first Swiss companies to make its registered shares available to foreign investors. At the same time, it maintained limits on share registration, to ensure that at least two-thirds of the capital and voting rights would remain in Swiss hands.

## Domestic decline lowers RMC results

By Jane Fuller and Maggie Urry in London

STRONG overseas demand for RMC Group's ready-mixed concrete and other building products failed to offset a sharp decline in its home market last year.

Turnover fell by nearly 13 per cent to £216.2m (\$387m) from £249m on turnover that was virtually flat at £22.5bn.

Mr Jim Owen, managing director, warned that profits would be lower again this year. He said it would be the first time the group had seen two years of decline since 1974 and 1975. He compared the current recession unfavourably with that one and the one in 1980-81. He also warned that the

upturn would be "slowish" because of the disciplines imposed by the exchange rate mechanism.

With the UK accounting for 40 per cent - £103m - of turnover, domestic operating profit fell to £89.7m from £132m. In concrete and aggregates, volume fell by 11 per cent. Builders' merchants were also affected, with only the Great Mills do-it-yourself chain maintaining profit.

Germany forged ahead to a £71.7m profit on sales of £689.2m against £58m on £642.2m previously. Mr Owen said margins surpassed those of the UK for the first time.

RMC, which had 18 per cent of the west German market for ready-mixed concrete, was venturing into the eastern part of the country through its Berlin-based associate.

Profit from other countries also rose to £70.5m from £64.5m despite the effects of increased competition or a slackening in the pace of growth on Austrian, Belgian, French and Spanish operations.

Increased interest costs of £19.5m, up from £11.4m, reflected higher year-end borrowings of £220.2m, representing 34.9 per cent of shareholders' funds. The group had invested £364m, partly to take

up expansion opportunities overseas.

Mr Derek Jenkins, finance director, said although spending should fall to £200m this year, borrowings were expected to rise.

Earnings per share fell 18 per cent to 56.2p from 66.5p. A raised final dividend of 12.9p makes a total of 19.3p against 18p last time.

Mr Owen said RMC was expecting to face contempt of court charges for its involvement in a ready-mixed concrete cartel. This followed admissions to the Office of Fair Trading last year. See Lex, Page 20

## Buoyant Henkel anticipates healthy results

HENKEL, the German detergents and chemical group, expects good results this year, despite a worldwide squeeze on chemical companies' profit margins, Mr Helmut Siller, the group's president, said yesterday. AP-DJ reports from Rotterdam.

Healthy sales of consumer products and extra demand from former east Germany are shielding the group, he added. Mr Siller said sales in the first few months of this year were up from the same period last year. Henkel's group sales last year totalled DM12bn (\$7.25bn), up 3 per cent from the previous year's figures. Net profit rose 6 per cent to DM429m.

Pre-tax profits increased to DKr701m (\$109m) from DKr485m last year, while sales rose to DKr11.35bn from DKr9.38bn. The board proposed an unchanged dividend of DKr12 per share.

The continued increase in profits and sales is forecast in the current year. The volume of orders in hand at the beginning of the year was described as very substantial.

## Next reports loss of £40.7m

By Michio Nakamoto in London

NEXT, the troubled UK fashion retailer that is undergoing a drastic restructuring programme, reported a pre-tax loss of £40.7m (\$72.8m) for the year to January 31.

The results, which compare with a previous loss of £46.7m, confirmed the group's own forecast made in a circular to shareholders in February.

Last year's performance was hit by an exceptional provision of £35.5m made against the carrying value of its investment in Club 24, its consumer credit operations that is being wound down after attempts to dispose of the business failed last year.

Total extraordinary losses after tax amounted to £170.2m, bringing the retained loss for the year to £222.8m against a profit of £10.4m.

Following drastic steps that have been taken to stem losses, the group's businesses have been trimmed to focus on Next Retail and Next Directory, which respectively made a loss of £2.3m and a profit of £2.6m in the year to January.

"We have reached the stage where we can now concentrate on the business, where we were five years ago," said Sir David Wolfson, chairman. The group's cash position had been sorted out, store space and stocks are being progressively



Sir David Wolfson: concentrating on the business

reduced and it was now achieving the same turnover on 3 per cent less space and 20 per cent less stocks. Mr Stuart Soloway, former retail operations director of Burton's, is joining the group as head of retail shop operations.

Turnover last year fell to £877.9m from £1,038m, while operating profits plunged to £7.2m from £38.9m.

The bulk of the extraordinary losses stems from disposals of various of the group's businesses. While the sale of Grattan, its mail order business, to German retail group

Otto Versand will significantly strengthen the group's balance sheet, an extraordinary loss of £77.4m relating to the sale has been included in last year's results. The disposal of Grattan, which made a profit contribution of £9.8m last year, will bring in approximately £168m when it is completed soon.

The group was able to increase the price on the sale of Grattan from an initial £140m, after a heated battle for the business between the German group and Sears, the diversified retailer. Next had favoured Otto as the owner of Grattan since it will need to continue to receive services for its Next Directory. Sears is a direct competitor in the UK retail market.

The group still has non-recourse borrowings in Club 24. It has, however, negotiated a committed borrowing facility with its bankers. Excluding its borrowing in Club 24, and after the sale of Grattan, the pro forma balance sheet is free of net borrowings.

The loss per share was 13.58p, against a loss 8.4p, and no final dividend is recommended, against 5p. This makes a total dividend for the year of 7p against 4.7p. Lex, Page 20

## EniChem plans L8,500bn investment

By Haig Simonian in Milan

ENICHEM, the Italian state-owned chemicals group previously known as Enimont, intends to invest almost L8,500bn (\$6,600bn) in the next four years as part of its new business plan presented to trade unions yesterday.

Some L6,500bn would be spent on "core businesses," notably crackers, intermediate systems and materials, according to Mr Giorgio Porta, chairman. About 53 per cent of the new investment would be made in southern Italy.

The plan also envisages a L1,000bn reduction in the company's debt to L8,500bn in

1994 from L9,500bn at present. However, Mr Porta also warned of severe job cuts to follow the 5,500 employees already laid off, reducing the workforce to around 50,000 at present.

Another 3,700 lay-offs are planned this year, out of a total job-reduction package of 4,800 by the end of 1994, the company said.

A further 4,000 jobs would go as a result of disposals in the agro-chemicals business, although EniChem would maintain minority stakes in the activities sold, according to Mr Porta.

The plans to reduce the workforce received a hostile reaction from the group's unions, with fears of plant closures and a substantial scaling-down of its activities.

Mr Porta gave no indication of when the group would return to the stock exchange, a commitment originally made last year when Eni, the public sector energy and chemicals group, bought out Montedison's 40 per cent stake in the Enimont joint venture and subsequently bid for the remaining shares floating in the market.

## FLS maintains profits recovery

THE FLS Group, a leading Danish supplier of equipment to the cement industry, maintained the strong recovery in profits over the past three years, writes Hilary Barnes in Copenhagen.

Pre-tax profits increased to DKr701m (\$109m) from DKr485m last year, while sales rose to DKr11.35bn from DKr9.38bn. The board proposed an unchanged dividend of DKr12 per share.

The continued increase in profits and sales is forecast in the current year. The volume of orders in hand at the beginning of the year was described as very substantial.

In a transaction with total consideration and financing of

US\$200,700,000

Arjo International B.V.  
(Netherlands)

has sold

The Arjo Group

to

CWB Capital Partners Ltd.

The undersigned initiated this transaction and acted as exclusive financial advisor to Arjo International B.V.

Robert Fleming Inc.  
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FLEMINGS  
CORPORATE FINANCE

April 1991

## Elkem 1990

Norway's Elkem Group - a leader in metals and alloys for the world's steel, foundry, aluminium, chemical and electronics industries - had sales in 1990 of NOK 10,178 million. The company showed a loss after financial items but before restructuring costs of NOK 230 million. The ordinary net result per share including restructuring costs is a loss of NOK 51.

Approved restructuring measures will have a positive effect on results in the short term, even though these measures are more long-term in character. Productivity improvements and lower prices for important raw materials will enable Elkem to improve its cost position relative to its competitors.

To achieve a greater market orientation, Elkem reorganized its business into seven market divisions with global business responsibility combined in three business groups: Ferroalloys, Aluminium and Materials. With strong energy and advanced technology base, its global sourcing and international marketing network, Elkem is helping its customers increase their long-term efficiency and market responsiveness.

**DIVIDEND**  
The Board has decided not to propose that a dividend be paid for 1990.

**NOTICE OF AGM**

Elkem's Annual General Meeting will be held on Thursday, May 2, 1991, at 2:00 p.m. at the Coliseum Conference Center, Essendropsgate 8, Oslo. The agenda includes ratification of the income statement and balance sheet for 1990, covering the loss as set forth in the ratified income statement; election of members to the Corporate Assembly; consideration of the Board's proposals to allow shareholder-elected members of the Corporate Assembly to elect from four to six directors; and to establish the 10 percent voting right limit; the proposal of the Board. The Board is authorized in accordance with § 4.8 of the Companies Act (Norway) to increase the share capital in accordance with the following: (a) The share capital can be increased by a total of up to NOK 7,000,000 by the issue of 1,400,000 shares of NOK 50 par value. Of the shares issued in accordance with this authorization, up to 1/3 may be free shares and the remainder restricted shares. (b) The authorization may be used by the Board in connection with the acquisition in full or in part of other enterprises or for a general increase in the share capital. The Board may decide to waive the shareholders' right of pre-emption with respect to subscription of new shares in the Companies Act § 4.2, subparagraph 1.c. of subparagraph 3. The Board may accept payment in kind for the shares, such payment being made in the form of shares or assets. (c) The subscription price will be fixed by the Board. (d) The authorization will be valid until the 1992 General Meeting. And the proposal by the Board for the establishment of the following stock option programme for Group employees: (a) The employees of the Elkem Group will have the opportunity to buy shares in Elkem a/s of market value up to NOK 5,000 p.a. per employee at a discount of 20 percent which will be covered by the company. Purchases may be financed by loans from the company provided the Ministry of Industry grants exemption from the provisions of the Companies Act (Norway) § 12.10, final paragraph. (b) The programme applies to all employees who at the time of the purchase of the shares have had their principal employment, i.e. not less than 50 percent of full time, for no less than three consecutive months, in Elkem a/s, its Norwegian or foreign subsidiaries or other companies in which the Group holds a significant shareholding. (c) The Board is authorized to decide when the programme is to be put into effect, to lay down detailed rules for its operation and to decide its duration, provided that the programme shall not apply beyond the Annual General Meeting 1995.

To receive a copy of Elkem's 1990 Annual Report, complete this coupon and return it to Elkem a/s, Corporate Communications Dept., P.O. Box 4252, N-0402 Oslo 4, Norway.

Name \_\_\_\_\_  
Address \_\_\_\_\_

Elkem

## GROUPE MOULINEX

Profits 1990: substantial improvement during the second half

The group sales evolution and even more the group profits progressed very positively in the last half of 1990. As forecasted, there has been a definite recovery since the end of June.

From June to December, sales rose from FF 2,514 million to FF 5,964 million and profits from FF -25 million to FF +160 million.

Consolidated profits (million F)	1990	1989
Sales	5,964	5,128
Operating profits	368	329
Current profits	192	225
Net profits after tax	168	188
Net profits Groupe share	134	153
Cash flow	424	380

The Board of Directors of Moulinex S.A. balanced the 1990 accounts during the meeting held on 5 April 1991.

- Group sales rose by 16.3% to FF 5,964 million and 10% on a constant basis.

- Operating profits progressed in proportion to the development of business.

- Current profits were directly affected by the financing on the British market of the acquisitions of Swan and Girmi in 1989.

- Net profits at FF 160 million suffered from the effects of perturbations occurred on high-profit markets of the Group, such as the Middle-East and microwave ovens.

- Cash flow improved from FF 380 million in 1989 to FF 424 million and will enable the financing of the industrial investment program of the new Group in 1991.

## Sales at the end of march 1991

Since 7 January 1991, when Krups was acquired, the Group is being reorganized to implement industrial, commercial and structural synergies that should produce first results as from the second half of the year.

(million F)	Jan. to March 1991	Jan. to March 1990
Moulinex Group	1,740	1,362
Moulinex S.A.	-	1,184
		918

- Consolidated sales with Krups amounted to FF 1,740 million.

- Sales without Krups reached FF 1,362 million, up by 11% despite of a depressed situation on certain markets.

- Krups sales were satisfying in Europe, up by 16.8%, but badly affected by the economic situation in the USA. Generally they were +2%.

The Annual General Meeting of Shareholders is scheduled for 18 June 1991









UK COMPANY NEWS

Ocean launches £88m cash call

By Clare Pearson

OCEAN GROUP, the diversified industrial conglomerate, yesterday added a further rights issue to the lengthening list of those underway in the London market.

It is asking shareholders for 88m on a 1-for-4 basis.

Directors said the proceeds, which would eliminate gearing currently standing at about 50 per cent, would enable Ocean to continue its programme of investment and selective acquisitions.

Ocean announced one such new project yesterday: a refuse-to-energy power station at Bexley, Kent, for which it has submitted plans to the Department of Energy. However, this is not the reason for the rights issue as it expects funding to come from a consortium on a non-recourse basis.

The rights issue is of 30.59m shares at 295p each. The shares eased 12p to 354p on the day.

Ocean also unveiled results for 1990 showing a modest rise to £48m (£46.1m) in pre-tax profits on turnover of £1.1bn (£1.04bn). Earnings per share were 28.1p (27.5p). The final dividend is lifted to 9.53p (9.19p) making 14.2p (13.43p) for the year.

The marine services division, involved in offshore boats and coastal towage, pushed profits ahead to £26.5m (£15.7m). They were boosted by OSA, the 1989 acquisition in Germany. Ocean further expanded the division last summer with the £24m purchase of Tees Towing, a Middlesbrough-based tug owner.

Freight and distribution ser-

vices, affected by Gulf disruption and the weaker dollar, plunged to £20.8m (£21.9m).

The company, formerly known as Ocean Transport & Trading, emerged from its former ship-owning incarnation after attracting a hostile takeover bid from Sir Ron Brierley, the Australasian businessman, in 1988.

Mr Nicholas Barber, chairman, said it had spent £225m on investments over the past four years initially funded from divestments, notably the shareholding in Overseas Containers.

● COMMENT

Compared with many of the other recent ones, this rights issue came as a bit of surprise - the company is not desperately short of cash and, unless its protestations are disingenuous, has no big deal up its sleeve. However, there is something to be said for Ocean's argument that it might as well get the money in while it can. Considering the company spent £90m last year, of which £59m went on new projects and acquisitions with a fair element of goodwill, it is easy to see that it was a question of new shares or higher gearing. Although Mr Barber was not forthcoming, future investment plans appear to be focused on the freight and environmental businesses. This year's pre-tax profits should be about £58m putting the shares on a prospective p/e of about 12.5. The company has a solid record and now has an increasingly greenish tinge; the rights are worth taking up.

Institutions back new Europa management

By Kenneth Gooding, Mining Correspondent

INSTITUTIONAL shareholders rallied behind the new senior management team at Europa Minerals, the mining finance company under siege from a rebel shareholder group, at yesterday's annual meeting.

Resolutions to re-elect three directors, including Mr Arthur Smith, the new chief executive, were each carried on a poll by 18.6m votes to 6.6m.

Mr Alastair Holberton, who leads the rebel group, said after the meeting that, now Europa had been forced to make changes to its management and strategy, he had expected the institutions would mainly support the board. "But the jury is out, now they must perform."

He was concerned about the announcement at the meeting that Europa was considering a buy-back of shares to fill the huge gap among UK-based mining companies between RTZ Corporation, the world's biggest mining group, and the rest, which were small companies. "But we can't build this company from one small corner of the globe."

There is considerable personal antagonism between some of the personalities involved but the meeting was a low-key affair, possibly because Mr David Hood, who acted as chairman, said that, although the board and shareholders were at odds, he was for a free-for-all. Mr Holberton's group had insisted that comments at the meeting should be open to legal action for defamation.

Mr Peter Chesterfield of Abbey Life Assurance, holding 8.8 per cent of Europa shares, supported the rebels and suggested further management changes were necessary. However, Mr Guy Jubb of Standard Life Assurance (9 per cent) and Mr William McLeas of Waverley Investment Finance (2.5 per cent) said they would support the board. Mr Hood said Kleinwort Benson (8.2 per cent) also supported the board.

Mixed fortunes behind Haden MacLellan's 32% advance

By Jane Fuller

HADEN MacLellan Holdings increased pre-tax profit by nearly a third in spite of a hard year for its paint-shop and other industrial subsidiaries on both sides of the Atlantic.

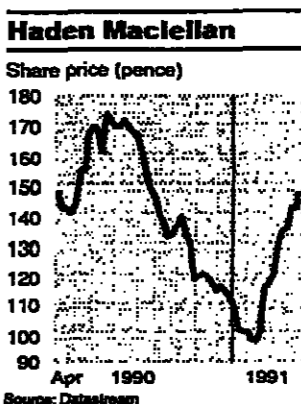
The taxable figure rose from £17.85m to £23.64m in 1990 on turnover of £354.48m (£307.43m). Earnings per share, hampered by a higher tax charge and enlarged equity, rose to 20p (18.1p).

Operating profit reached £25.65m (£19.47m). Although interest charges increased to £2.58m (£2.17m), net debt of £2.6m in December 1989 was turned into net cash of £13m, helped by £5m of disposals and £10m advance payments.

Profit improvements in automated manufacturing systems (paint shops) and UK distribution more than made up for a fall in manufacturing.

Mr Philip Ling, chairman, said buoyant demand from car makers in the UK, Spain and Germany helped the European side of the paint shop business to increase operating profit to £7.25m (£4.48m). Orders worth £45m had been won from Japanese manufacturers building plants in the UK.

North America, which had a difficult 1989, bounced back with £5.51m (£2.39m). In November 1990 the cash-posi-



● COMMENT

This was an impressive set of results from an industrial group operating in two weak economies. The balance sheet strength was particularly encouraging. However, Haden will find it difficult to defy gravity this year. Paint booth orders from the US car and aerospace industries are expected to slide back again, while both manufacturing and distribution must succumb to further effects of the UK recession. Although pre-tax profit is forecast to fall to £20m this year, Haden should continue to enhance its reputation, which has suffered from the view that it is a bit of a rag bag. A prospective p/e of 9.4 and a 7.5 per cent yield, assuming a small dividend increase, makes yesterday's close of 145p look reasonable, even after a sharp recovery from 96p in February.

TIP slumps to £2.46m as interest bill soars

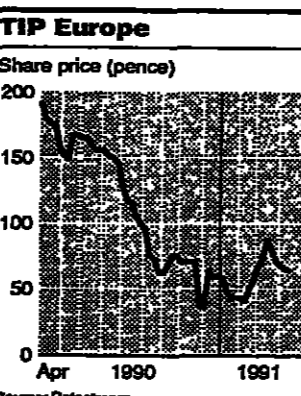
By Jane Fuller

IN A tough six months which saw the renegotiation of a loan agreement, taxable profits at TIP Europe slumped from £7.56m to £2.46m, the interim dividend is cut to a third of last year's level.

The trailer rental group's 67 per cent profits decline came in spite of a near-26 per cent rise in turnover to £53.3m (£42.36m) and was struck after exceptional charges of £1.68m relating to closures and bank fees.

Operating profit slipped by £518,000 to £12.82m, leaving the interest bill of £9.36m (£5.77m) covered only 1.5 times. The breaching of a requirement that interest be covered 1.5 times during each quarter led to this winter's rearrangement of a £40m multi-option financing facility involving 18 banks.

Mr Jim Davis, who replaced Mr Jim Cleary as chairman in November, said the group could have been forced into receivership. Under the new agreement, the interest coverage stipulation had been reduced to 1.35 times.



by cutting capital spending from £70m to £10m, slimming down the trailer fleet and managing cash more tightly.

Mr Davis said the executive team had been revamped and the workforce cut, the head office moved from Buckinghamshire to West Yorkshire and loss-making branches closed.

In trailer rental, which accounts for 73 per cent of turnover, the UK operation suffered a pre-tax loss of £850,000. The recent utilisation rate was only 68 per cent. On the Continent, sales increased by 27m, overtaking the UK.

In general leasing, a loss on truck rental and distribution had been offset by Key Leasing and a Dutch acquisition that supplied temporary offices.

Earnings per share fell to 2.27p (7p) and the interim dividend is cut to 0.56p (1.7p).

● COMMENT

TIP, which is second to Tiphook in the European trailer rental market, paid the penalty for rampant acquisitiveness by going into a recession over-borrowed. The new management has brought the group back from the financial brink and at last got debt moving in the right direction. An injection of capital is on the horizon to strengthen the balance sheet. The good news is the longer-term scope for growth. On the Continent, trailer rental accounts for only 5 per cent of a market dominated by owner-operators, compared with a UK proportion of about 15 per cent. In the short term, though, TIP faces some uphill work to improve both utilisation and prices. Pre-tax profit is forecast to fall to £7.5m (£15.5m) this year, with earnings per share at less than their 1986 level. The prospective p/e is 8.5 on yesterday's close of 64p. The price plummeted from 208p to 36p last year and its recovery has been helped by Tiphook taking a 9.9 per cent stake. Until the likely equity-increasing plan becomes clearer, the price looks about right.

Weak US market helps push Cairn into the red

By James Buxton, Scottish Correspondent

CAIRN ENERGY, the Edinburgh-based independent oil company, incurred a loss before tax of £34,000 last year on turnover almost trebled to £9.94m.

It blamed the loss, which compared with profits of £1.2m in 1989, on higher interest charges, weak US gas prices and the strength of sterling against the dollar.

In 1990 it enjoyed increasing gas output from its fields off Texas and, from August, from the Palmer's Wood oilfield off the M25 near Godstone, Surrey. Gas production during the year rose from 8m cu ft per day to 15.6m cu ft per day and oil from 170 barrels per day to 1,600 bpd, giving the company average daily production of over 5,000 barrels of oil equivalent per day.

However, gas prices in the US were weak throughout the year and the high sterling/dollar rate further diminished US revenues. Palmer's Wood did not reach full production until early 1991, though Cairn benefited from its 0.5 per cent inter-

est in the Forties Field in the North Sea, acquired in mid-1989.

A £13.7m rights issue last April was used to reduce debt and buy the Forties stake. Interest charges increased from £305,000 to £1.5m.

The company participated in drilling four wells in the North Sea. It has applied for acreage in the 12th round of offshore licensing in the North Sea and has acquired an effective 5 per cent interest in two offshore blocks off Vietnam, as well as interests in New Zealand and Spain.

Mr Bill Gammell, chief executive, said he expected turnover to reach between £15m and £16m in 1991, but warned that the US gas market was still very depressed.

Losses per share emerged at 1.52p (earnings of 7.54p). As before no dividend is being paid. Mr James Gammell, Mr Bill Gammell's father, is retiring as chairman at the age of 71 and is succeeded by Mr Norman Lessels, who is also chairman of Standard Life.

Higher Fuchs offer puts £46m tag on Century

By Richard Gourlay

FUCHS, the family-controlled German lubricants group, yesterday raised its all cash offer for Century Oils from 110p to 145p, valuing the lubricants company at £46.2m.

The new offer gave Century shareholders a 54 per cent premium over the prevailing market price before Fuchs declared its interest, the company said. The new offer was declared final and will close on April 26.

Mr Charles Mitchell, Century chairman, said he was concerned that the increased offer did not fully reflect the long term value of Century Oils and advised shareholders to reject the offer.

By close of business, Fuchs had bought an additional 7 per cent of Century's shares in the market, bringing its stake to 30.5 per cent.

Following Fuchs's first offer, Century estimated its pre-tax profits for the year to March 1991 at £4.2m, against £2.9m in the previous year, and outlined developments which could add to profits in future years.

Avonmore Foods trend improves

Avonmore Foods, the Irish food products and ingredients group, reported a marginal increase from £13.2m to £13.3m (£11.5m) in 1990 pre-tax profits, after showing a 10 per cent decline midway. The dividend rises by 10 per cent to 2.75p.

Turnover rose 24 per cent to £499.7m. Domestic sales accounted for 46 per cent (59 per cent) of the total with milk products accounting for 30 per cent (42 per cent).

Irish Sugar issues flotation details

By Kieran Cooke in Dublin

IRISH SUGAR, the state owned food company, has announced details of its partial flotation on the Dublin and London exchanges.

Only 55 per cent of the group, which will be renamed Greenore, is being sold, with the government holding on to the rest, including a golden share to prevent any corporate investor holding more than 15 per cent of the equity.

In total 39.5m shares are

being offered. Of those, 33m are priced at £2.23 each, with the remainder available to employees and sugar beet growers at a discounted £1.84.

Market analysts described the offer price as by no means generous. This is the first privatisation of a big Irish company and the government is concerned not to be seen to be selling off state assets cheaply.

Mr Chris Comerford, chief executive of Irish Sugar, said

the price was "fair and realistic in the context of the food sector in Ireland today."

No big rush for the shares by the public is expected. Institutions are expected to take up the bulk and the group said it had received firm undertakings from them for 19.7m shares. That included a substantial commitment from Germany.

Applications lists will open and close on April 18, with trading starting on April 25.

Wharfedale in black and seeking £2.3m

Wharfedale, the USM-quoted loudspeaker and consumer electronics group, yesterday reported continued progress at the interim stage and at the same time announced a placing and open offer to raise about £2.3m net of expenses.

The placing is of 8.3m new ordinary shares with institutional and other investors at 30p per share.

That is to be combined with a share consolidation of five existing shares into one new ordinary share, making the placing price equivalent to 6p per existing ordinary share.

Qualifying shareholders will be invited to subscribe for the offer shares on a 3-for-25 basis. The places have been pre-empted by York Trust and Peel Hunt.

For the six months to December 31 Wharfedale returned pre-tax profits of £106,000 compared with losses of £219,000. Turnover totalled £6.72m (£6.67m). Earnings emerged at 0.5p (0.7p).

UB expands into eastern Europe

United Biscuits (Holdings), the biscuits and savoury snacks group, has made its first move into eastern Europe, via its McVitie's offshoot, with the purchase of an 84 per cent stake in Gyron, Hungary's largest biscuit group.

UB has also acquired 49 per cent of Fazer Biscuits, part of the Fazer Group, one of Finland's largest food companies.

Weekly net asset value

Leveraged Capital Holdings N.V. as at 8/4 was US\$ 392.95

Based on the Amsterdam Stock Exchange

Information: Penson, Harding & Penson NOL

YORKSHIRE BUILDING SOCIETY

Issue of up to £150,000,000 Floating Rate Notes Due 1997

(of which £100,000,000 was issued on 17th July 1990 as the Initial Tranche)

In accordance with the terms and conditions of the Notes, notes are hereby given that for the three month interest period from (and including) 10th April 1991 (or the next business day thereafter) the interest rate will be 10th July 1991. The coupon amount per £50,000 will be £1,508.36 payable against surrender of Coupon No. 4.

Hambros Bank Limited Agent Bank

## NURDIN & PEACOCK

### SUSTAINED GROWTH FOR ANOTHER YEAR

Pre-tax profits up 14%  
Dividend up 13%

Results for the year to 30th December, 1990

	1990 £'000	1989 £'000
Turnover	1,289,456	1,126,682
Profit before tax	25,851	22,606
Taxation	6,849	7,458
Profit after tax	19,002	15,148
Dividend per share	5.20p	4.60p
Earnings per share after taxation	15.6p	12.5p
Earnings per share after taxation (exclusive of deferred tax credit)	14.0p	12.5p

#### HIGHLIGHTS FROM THE CHAIRMAN'S STATEMENT

- Expansion in the north of England towards national coverage continues - two new branches in Blyden and York trading well - three more on schedule for 1991.
- New exclusive label product ranges successfully launched - 'Happy Chef' for caterers and the 'Candytime' confectionery range.
- Substantial sales increases in most departments following transfer from concession to own management.
- Increased sales resulting from branch refurbishment programme.
- 'Happy Shopper' exclusive label sales grew to over £78 million.
- 'Happy Shopper' being advertised on breakfast T.V. throughout 1991.

W.M. Peacock, Chairman

#### PROFIT £M

Year	Profit (£M)
1986	17.6
1987	17.8
1988	20.8
1989	22.6
1990	25.8

#### SALES £M

Year	Sales (£M)
1986	839
1987	904
1988	1019
1989	1127
1990	1289

The Annual Report and Accounts will be posted to shareholders on 16th May, 1991, and will be available to the public at the company's registered office on the same date.

THE CASH AND CARRY WHOLESALE

Nurdin & Peacock PLC, Bushey Road, Raynes Park, London SW20 0JJ

Telephone: 081-946 9111

# RMC

## Preliminary Announcement of 1990 Results

Year ended 31st December 1990

### Financial Highlights

1990	1989
<b>TURNOVER</b>	
£2,589.3m	£2,570.7m
<b>PROFIT BEFORE TAXATION</b>	
£216.2m	£248.0m
<b>EARNINGS PER SHARE</b>	
56.2p	68.5p

Proposed final dividend of 12.9p (1989 12.2p) making a total for the year of 19.3p - an increase of 7.2%

The 1990 Annual Report will be posted to shareholders on 29th April 1991. To reserve a copy, telephone 0932 568833.

### RMC Group p.l.c.

RMC House, Coldharbour Lane, Thorpe, Egham, Surrey TW20 8TD.

Operating internationally in Austria, Belgium, France, Germany, Holland, Hungary, Israel, Portugal, Republic of Ireland, Spain, United Kingdom and the USA.

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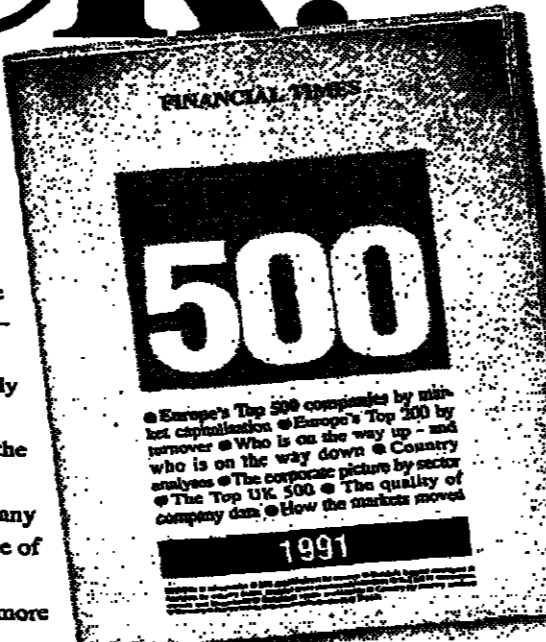
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FINANCIAL TIMES  
EUROPE'S BUSINESS LEADER

## UK COMPANY NEWS

### Nurdin and Peacock grows to £25.9m

By Michio Nakamoto

A SUCCESSFUL drive to increase own-label brands rewarded Nurdin and Peacock, the cash and carry wholesaler, with a 14 per cent rise in profits to £25.9m pre-tax from a previous £22.6m.

The improvement came despite a doubling of capital expenditure to £32m in the year to December 30, as the group continued its recent programme of geographical expansion and investment in technology. The shares closed up 9p at 193p.

Turnover increased to £1.29bn (£1.13bn) to mark a record year in both sales and profits for the group.

However, Mr Michael Peacock, chairman, warned that the level of sales growth had fallen towards the end of 1990 and that this trend was continuing into the new year. "There is no doubt that the recession is now affecting

many of our customers," he said.

Capital expenditure costs rose, primarily on the addition of new branches, refurbishments, the launch of two new own-label ranges and continued investment in computer systems. Costs changes were also made in its meat department last year.

The group improved its coverage in the north by opening two new branches.

It also launched two more own-label ranges last year - the Happy Chef range of products for caterers, and Candy-time confectionery. About 20 per cent of group sales are in own-label products.

The transfer of its meat department from a Dewhurst concession to its own management increased sales substantially but the contribution from that side has yet to meet its previous concession income.

Earnings per share increased by 25 per cent to 15.6p (12.5p). The rise in earnings exceeded that in profits as the group credited previous provisions for deferred taxation of £1.9m to the profit and loss account. The recommended final dividend of 3.8p makes a total of 5.2p (4.6p).

#### COMMENT

Nurdin and Peacock wastes neither time nor effort in its pursuit of profits. While it is still waiting to reap the benefits of its expansion drive, capital investments, reshaping of its meat business and a foray into the catering business, it has acted quickly to meet the challenge of a recessionary economy with a highly successful purge on shrinkage - the loss of profit from wastage, and particularly theft, which tends to increase in difficult times. Efforts to tighten

security paid off with a £1m contribution to profits. The group's move to a higher margin product mix also raised operating margins. But the signs are that the recession is catching up with Nurdin. While there is no guarantee that the group will be able to come up with similarly effective ways to counter the fall in volume growth that has clouded its record this year, it should, in any case, start to benefit from the changes in its meat department. Likely profits of £26m at the pre-tax level, together with a higher tax charge, places the shares on a prospective multiple of about 12.3. Investors may want to wait until there is a clearer picture of trading this year, but given the conservative nature of this steady growth business, the slight discount to the market still makes the shares look attractive.

### Wace rises to £26.6m in tough climate

By Clare Pearson

WACE GROUP weathered tough conditions in the pre-press services business in 1990 to produce a 22 per cent rise to £26.6m in pre-tax profits on an increase in turnover from £123.16m to £233.2m.

However, basic earnings per share slipped to 25.5p (26.1p). That was on an increased ordinary share capital and after paying for last August's £37m 8 per cent convertible preference issue, made to fund the acquisition of rival Parkway Group.

Earnings were also struck after a reduced tax charge of 94 per cent (37 per cent).

Mr John Clegg, chairman, said in difficult conditions Wace had "come through extremely strongly" and was gaining market share. The recommended final dividend is lifted to 6p, raising the

total for the year to 8.25p (7.5p).

Mr Clegg said he had calculated that at least 54 of Wace's competitors in the UK had gone into receivership after last year's severely recessionary conditions in the pre-press field.

He also announced that Wace was disposing of its marketing services division, small in relation to the group, at a below-the-line cost of £1.5m.

Wace suffered a slip in margins during the second half, after achieving an interim 49 per cent rise in pre-tax profits on a similar turnover increase.

Mr Clegg ascribed this to the UK trading environment, the interest rate rise and the weaker dollar on US earnings, accounting for 30 per cent of the group

total, and the impact of £1m worth of above-the-line redundancy and rationalisation costs.

He said that Parkway, bought for £50m including debt, was now substantially integrated into the group. The rationale for combining its strength in colour retouching and Wace's in-colour separation was being realised.

After a string of acquisitions in recent years Wace now intended to concentrate on organic growth, Mr Clegg added.

Capital expenditure, which had been "astronomically high" in the past, would also be cut back this year to about £10m against £27m in 1990. Net debt rose sharply during the year from £513,000 to £2.9m.

#### COMMENT

There are those who have been waiting for Wace to blot its exemplary copy book for some time, and indeed it remains to be seen how Parkway, one of its most ambitious projects, will fare in its first 12 months of inclusion this year. However, followers were well pleased with the results which underscored Wace's advantages of management and geographical strength over its peers in the highly fragmented pre-press field. An improvement in the second half should lift pre-tax profits to about £32m giving basic earnings similar to last year. Currently, the market seems to be taking little account of these plus points with the shares on a prospective multiple representing a 20 per cent discount for 1991.

## NEWS DIGEST

### Bilton declines to £16.3m

PERCY BILTON, the property, building, civil engineering and plant hire group, reported a £1.21m decline in profits for 1990. The shares closed 14p up at 424p.

At the taxable level they fell from £17.56m to £16.34m, partly as a result of higher interest charges of £5.23m (£4.76m). Turnover in the period shed £6.23m to finish at £31.32m, while trading profits slipped from £22.32m to £21.63m.

Earnings were reduced to 25.8p (28.3p) per share, but the final dividend is lifted to a proposed 12.04p (11.21p) for an aggregate of 17.44p (16.61p).

The partial valuation of the portfolio carried out by a committee of the board totalled £241.45m, against the £239.33m independently valued in 1989. The estimated net asset value (excluding the trading divisions operations) worked through at 72p (712p).

### Dagenham dips but maintains margins

Profits of the Dagenham Motors Group fell from £3.54m to £3.41m pre-tax for 1990. Turnover declined by £3m to £125.19m.

Mr David Philip, chairman of the Essex-based Ford main dealer, said that in spite of the effect of higher interest charges pre-tax margins were maintained at 2.7 per cent.

New car sales volume declined by 10 per cent while on the commercial vehicle side sales fell by 28 per cent. Used car volume was down 5 per cent at 3,725 units.

A proposed final dividend of 4p makes a 5.75p (5.25p) total. Unaudited earnings emerged at 13.7p (14.5p).

### Brabant £364,000 in the black

Brabant Resources, the oil and gas exploration and production company that joined the USM in October last year, returned profits of £364,000 pre-tax from turnover of £1.88m for the nine months to end-December.

For the year to end-March 1990 the company incurred a loss of £128,000 from a turnover of £275,000.

Higher oil prices during the second half and drilling costs below expectations left year-end cash reserves at £5.5m. Earnings per £1 share totalled 5.1p (losses 4p for nine months).

### Chairman steps down at FKI

Mr Tony Garland has resigned as non-executive chairman of FKI in order to devote more time to his other business interests, the company said. Mr Jeffrey Whalley, deputy chairman, will take over his position.

Mr Garland joined FKI in 1967 and became chairman in 1980. He will remain as non-ex-

ecutive director until the annual meeting. He has placed a total of 24.5m FKI ordinary shares (5.55 per cent) at 55.5p each with institutional clients of Panmure Gordon, and retains 496,504.

Mr Whalley was group managing director of FKI Babcock prior to the demerger of Babcock International in 1989.

### 69% dividend rise at Alex Proudfoot

In 1990, a year of "outstanding growth", Alexander Proudfoot, the international management consultants, lifted pre-tax profit 20 per cent, earnings per share 27 per cent, and is raising the dividend by 69 per cent. Turnover increased 24 per cent to £178.52m (£143.44m). Profit was £46.04m (£38.35m) and earnings 47.5p (37.3p). The final dividend is 13p for a total of 19p (11.25p).



Lord Stevens: two particular highlights in the year.

Lord Stevens, chairman, said there were two particular highlights of the year. Firstly, the formation of Total Process Solutions which designs information systems and technology, and secondly, the opening of Proudfoot operations in Japan.

### Britannia acquires one-branch society

Britannia, the ninth largest UK building society, is to absorb Mornington, a London-based society with one branch and assets of £200m, through a merger, writes David Barclay.

Mr Alan Thompson, chief executive of Mornington, said the decision to merge with Britannia after 125 years of independent existence had been taken with regret.

It has not published its results for 1990, but Mr Thompson said that profits would be about £1.6m, after provisions for bad debts, similar to last year's level.

The merger must be approved by members of both societies. The terms being offered to Mornington members are less generous than some earlier mergers between a small society and a larger one.

Mornington saving members will get only a small 0.6 per cent bonus on their savings balances, compared to 4 per cent offered to members of the Guardian Society, another London one-branch operation,

absorbed by Cheltenham & Gloucester a year ago. Borrowers will enjoy an 0.5 per cent discount, up to £100.

### Herring Son & Daw bucks sector trend

Herring Son & Daw Holdings, the commercial property consultant, bucked the depressed sector trend by unveiling profits of £3.43m pre-tax for the year to January 31 1991.

The outcome was only marginal ahead of the previous £3.43m but this, according to Mr Nicholas Owen, chairman, marked a "superb achievement" at a time when surveyors, property companies and property investors are almost all reporting a collapse of value, turnover and profits.

Herring is aided by the fact that some 60 per cent of its fees come from rent reviews, valuations and similar "recession-proof" work.

Turnover edged ahead to £12.74m (£12.56m). Earnings per share, on an increased capital, dipped slightly to 19.47p (19.93p). A recommended final dividend of 3.5p lifts the total for the year to 6.5p (5.75p).

### Sherwood Grp hits record £10.63m

Shares of Sherwood Group, the lingerie, lace and children's wear manufacturer, yesterday rose 30p to 485p following news of a sharp improvement in profits for 1990.

The USM-quoted group continued to progress through the second half and for the full 12 months saw profits surge from £8.13m to a record £10.63m pre-tax.

The 31 per cent improvement was struck from turnover of £23.52m higher at £23.84m. Sales outside the UK now account for 47 per cent of group turnover.

Earnings worked through at 43.5p (35.6p) and a proposed final dividend of 5.5p makes a 9.1p (7.5p) total.

### Lexicon profit at \$575,000 midterm

Lexicon has continued the recovery started in the second half of 1990, and for the opening six months of the current year has produced pre-tax profits of \$575,000, or \$321,000.

That compared with a loss of \$974,000, which was turned into a profit of \$99,000 by the end of the year to August 31 1990.

Lexicon is based in Boston, Massachusetts, but quoted in London. It makes digital audio signal processing equipment and disk-based audio production systems.

Net sales improved to \$3.64m (\$7.12m).

### Stylo at £1.7m after second-half setback

A drop in trading margins plus higher interest charges hit Stylo in the year to February 2 1991, and pre-tax profit fell from £3.99m to £1.67m.

Earnings per share fell to 4.07p (14.52p) but the dividend is again 9p. Turnover rose £18.44m to

£37.5m, while trading profit was down £1m to £4.12m - representing a margin of 4.7 per cent (6.88 per cent). On top of that, other income dropped to £304,000 (£363,000) and interest charges were £2.75m (£1.96m).

### Mortgage losses hit Equity & Law

Substantial losses on its house mortgage operation resulted in net profits of Equity & Law, the UK life assurance and financial services offshoot of France's Axa-Midi financial group, falling from £18.8m to £12.6m in 1990, writes Eric Short.

However, the dividend rises some 16 per cent from 13.2p to 15.25p.

Life profits moved ahead steadily from £12m to £14.7m - representing 9.5 per cent of the total distributable surplus.

In spite of 1990 being a difficult year for UK life assurance, the group achieved record life and pensions business in both annual and single premium sales of its unit trust and offshore investment products more than tripled.

However, its mortgage operation, Equity & Law Home Loans, incurred a loss of £2.9m (profits £500,000), reflecting a provision of £1.3m against the mortgage portfolio and a £1.1m write-off of intangible assets.

### Sindall falls 32% after provisions

William Sindall, the construction, civil engineering and property group, experienced a near-32 per cent decline, from £2.48m to £1.69m, in pre-tax profits for 1990.

The outcome was struck after a £1.25m write down in the carrying value of a water-side development, £1.35m off land values and interest charges of £1.53m (£1.27m).

Turnover came to £35.47m (£38.12m). Fully diluted earnings were 14.2p (20.99p) and the final dividend is 4.5p for an unchanged total of 6p.

### House of Leros declines by 20%

House of Leros, the maker of ladies' fashion wear, saw pre-tax profits fall 20 per cent in 1990, from £1.07m to £854,000. The dividend is held at 10.2p.

Turnover dropped to £16.82m (£18.32m). Earnings per share were 11.6p (14.7p) and the final dividend is 7.3p.

### FBD Holdings tops £8m

FBD Holdings, the Dublin-based insurance and financial services group quoted on the USM, recorded growth in all activities to produce a pre-tax profit of £8.11m for 1990, or £7.26m. That was a 22 per cent increase on the previous £6.67m.

This is the first full year since the group's restructuring and Stock Exchange debut in 1989. Earnings per share were 11p (justed 9.6p). There is a final dividend of 1.7p to make 3p (1.3p).

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UK COMPANY NEWS

# Continent helps Queens Moat rise 51% to £94m

By David Churchill, Leisure Industries Correspondent

QUEENS MOAT Houses, the second largest hotel group in the UK, shrugged off the gloom stemming from the recession and Gulf War to announce a 51 per cent increase in pre-tax profits for 1990.

Pre-tax profits rose from £82.42m to £94.09m, an increase of up from £409.4m to £494.52m.

The outcome reflects the group's extensive hotel operations on the Continent, especially France and Germany, plus a £10m profit contribution from 10-months trading at Norfolk Capital Hotels, bought last year for £157m.

Following the Norfolk Capital acquisition and expansion into France last year, Queens Moat now has some 177 hotels spread across six European countries and a total of 20,468 bedrooms. This represented a 29 per cent increase in room numbers during 1990.

The group is now the largest chain of owned hotels in Germany with 31 properties. Mr John Blair, chairman, said prospects for those remained good in spite of fears that the German economy may be slowing down.

Group occupancy rates were an average 72 per cent last year, with higher levels achieved on the Continent than in the UK.

Mr Blair said that UK regional hotels had traded well during the recession because of the policy of providing facilities for local businesses and communities.

However, he said the London hotels had been as badly hit

## Revelations to be excluded from the ADT authorised version

Richard Gourlay on the fundamentally strong core businesses which remain the one hope for Laidlaw

FOLLOWERS OF Mr Michael Ashcroft, the secretive chairman of ADT, know better than to expect great revelations when the security services and car auction group releases its annual report later this week.

The applause was almost audible last week when Laidlaw, the Canadian waste management group that holds 28.4 per cent of ADT, alleged in a New York court that ADT "rigged" transactions with controlled affiliates in order to boost profits.

At last, investors said, questions about the largely unexplained "other income", "associated company" and "investment income" that make up a significant slice of ADT's pre-tax profits might be answered.

While most attention is currently focused on ADT's finances, the boardroom struggle with Laidlaw has tended to obscure the fundamental strength of the core security and car auction businesses.

For Laidlaw, which is sitting on a \$450m paper loss on its ADT investment, and Canadian Pacific, which controls Laidlaw, these businesses are the light at what must be a rather dark tunnel.

Mr Ashcroft has always said ADT would concentrate on

investments that were strongly cash generative, with a broad customer base, high barriers to entry and a low level of capital investment.

Car auctions were Mr Ashcroft's first significant success along those lines, supplying \$94.3m out of \$257.5m of pre-tax income in 1990. ADT now boasts the largest vehicle auction business in the world, selling 2m vehicles both sides of the Atlantic in 1990.

In the US it sold a record 1.2m cars, up some 12 per cent on the year, through 25 auction facilities, and is only second to Atlanta-based Manheim following the formation in March of a joint venture between Cox Enterprises, General Electric Capital and Ford.

These are not small-time, "mom-and-pop" auctions on vacant lots, but vast operations involving the continuous movement of cars along multiple viewing lines at the same time. Income is based on fees or a percentage of the car's value but margins are increased through provision of extra services like valeting and minor body repair work.

The large auctioneers are increasingly handling "new" vehicles with low mileage and are linking up with auto makers who have bought cars back from corporation

fleets and car hire companies through repurchase plans.

The UK market, where ADT sold 830,000 cars last year - up 9 per cent - is less sophisticated than in the US but appears to be equally resilient.

Total UK car registrations fell 15 per cent last year, but only by 7 per cent in the fleet market, and according to Mr Steve Kendall, joint managing director of Central Motor Auctions, the UK quoted company that has a similar though smaller business to ADT's, the glut of used cars last year has now been reversed. Most of the cars passing through the large auctioneers' hands come from fleets or rental companies.

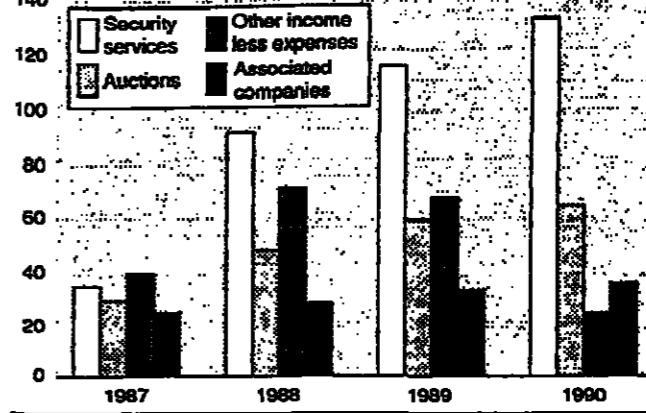
As recession has bitten, some companies like Hertz have opened outlets to sell directly to the trade to cut out the auctioneers' fees.

But over time, analysts believe large auctioneers will take market share and in the longer term, the continental European market remains fragmented - except in Belgium - and could provide significant opportunities for ADT.

In the security services business, ADT has an equally solid position, providing \$133.1m of pre-tax income in 1990. Since the acquisition by Hawley (Mr Ashcroft's original vehicle) of ADT Inc in 1987, the group has

### ADT

Pre-tax profits (\$m)



taken pole position in the US market and, arguably, is now the largest supplier of electronic security services in the world.

It has sold most of its manufacturing capacity and concentrates on installing monitoring equipment in commercial, residential and retail premises.

The US remains a growth market, graced by rising crime statistics, and the industry remains particularly hopeful about the residential sector where only 7 per cent of

houses are equipped. ADT again seems likely to steal a march on the corner shop retailer. It offers monitoring services from a network of stations which relay alarms to local police and fire services. It is also improving margins by consolidating its monitoring network, from a maximum of 100 stations at the peak to a planned 35 in 1992.

In the longer term, companies like ADT may be able to offer a service monitoring almost anything that can be

monitored, such as the temperature of a warehouse or the pressure of water in a factory process.

While the security industry in the UK and Europe is moving away from ringing bells and men in blue uniforms, it is still in its infancy on this side of the Atlantic. But the fear of rising crime rates, combined with the demands of insurance companies, appears to have kept the industry buoyant and suggests that the US experience will cross the water.

Ironically though, a review of the strengths of ADT's core businesses has only increased the bemusement of shareholders and analysts.

With all that ability to spin off cash, where could ADT's stash have gone? What lies behind the \$810m swing in ADT's cash position since the end of 1989, from net cash of \$280m to net debt of \$530m? And what level of confidence can they have in a group that derives large slices of its income from such unpredictable non-core investment sources?

Unless ADT has dramatically changed the way it reports its earnings, shareholders' only chance of getting answers from this elusive group may be to savoured in the New York court.

# GENERAL ACCIDENT ANNUAL REPORT 1990

## THE NEXT DECADE AND BEYOND

### Our Mission Statement

"Our goal is to create long-term value for shareholders by producing superior sustained returns.

The core of our business will be satisfying customer needs for insurance products and services. In addition, we will offer financial and related services where they support those needs. We will have a global capability, aiming to be a significant operator in attractive markets.

We will focus on the needs of customers, both intermediaries and policyholders, by providing those products and services that meet our customers' requirements for quality, and by controlling our costs so that we offer customers maximum value.

We will also strengthen our access to customers through effective means of distribution.

To enable us to achieve our goal we will foster an environment in which all our employees can play their full part. We will do this by promoting the corporate values of financial strength and stability, integrity and dedication, teamwork and effective communication, innovation, personal development, planning, accountability and rewards linked to performance."

(General Accident's Mission Statement, developed as part of a strategic review undertaken in 1990)

### FROM THE CHIEF EXECUTIVE'S REVIEW OF OPERATIONS

In his Operational Review of 1990, General Accident's Chief Executive, Mr Nelson Robertson, says:

"Following the strategic review undertaken last year, specific actions have been identified, and are in hand, to build on the particular strengths of our individual businesses worldwide. These actions are being supported by the introduction, where appropriate, of more flexible organisational structures and the further development of our strategic and operational planning systems. Our prime task in the period immediately ahead remains the restoration of an acceptable underwriting result. Efforts are being, and will continue to be, directed to this end, including the prompt application of stringent underwriting and rating measures where required, and the continuing improvement of our operating methods to achieve cost and efficiency advantages.

#### UNITED KINGDOM

The adverse underwriting results experienced by the market in 1990, together with substantial increases in the cost of reinsurance protection for the current year, emphasise the urgent need to raise premium levels in all classes. In this regard, and irrespective of the response of other insurers in the market, the Company is taking, and will continue to take, the necessary action. In addition, a reorganisation of regional and Head Office structures is in progress, including the rationalisation of staffing levels, with a view to reducing our operating expenses. Our branch structure continues to provide local service throughout the UK, and the reorganisation will increase the effectiveness of these units in providing high standards of customer service. Initiatives are in hand to strengthen our links with certain intermediaries, including the enhancement of our distribution arrangements through new agreements with selected partners. By these several actions, General Accident is pursuing its primary objective of restoring an acceptable underwriting result.

#### LOOKING AHEAD

General Accident remains financially strong, and we look forward with determination to the challenges and opportunities ahead."

Nelson Robertson, Chief Executive

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
You can obtain a copy of our 1990 Annual Report by returning the coupon to: The Secretary, General Accident plc, Pitheavlis, Perth, Scotland PH2 0NH



### FROM THE CHAIRMAN'S STATEMENT TO SHAREHOLDERS

Commenting in his Annual Statement to shareholders, the Chairman, The Rt Hon. The Earl of Airlie, says:

"During the course of last year, a comprehensive strategic review of your Company's worldwide activities was undertaken. This included the development of a Mission Statement (set out alongside). The Statement highlights our principal objective of creating long-term value for shareholders, founded on financial stability and strength, and includes reference to our traditional high standard of customer service and operational excellence. Following this review, a number of initiatives have been undertaken and others are planned, the results of which, we believe, will bring considerable benefits to your Company in the coming years.

#### DIVIDEND

Your Board is recommending a total dividend of 26.75p per share, an increase of 7.0% over the previous year. Your Board feels justified in recommending this increase on the grounds of the Company's balance sheet strength, our commitment to a steady and progressive dividend policy and the potential for a recovery in underwriting profitability arising from measures taken and planned.

#### PROSPECTS

Within a period of no more than three years, I have reported both the best and the worst results on record. This demonstrates the major fluctuations in underwriting experience which have become a feature of general insurance markets in recent years and with which we have had to contend. We expect to see an improvement in the results for this year, but they are likely to remain unsatisfactory. Nevertheless, we shall be working hard to restore our profitability and, whatever the short-term problems may be, we have every confidence in achieving this goal."

Airlie



### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Avonmore Foods	1.54	June 21	1.25	2.75	2.5
BIRON (Percy)	12.04	July 26	11.21	17.44	16.61
Dagenham Motors	4	May 30	3.75	5.75	5.25
F&D	1.74	May 31	1.5	3	1.3
Haden Macdonald	5	July 1	4.5	9.5	7
Herring Son Daw	3.5	May 31	3.25	6.5	5.75
House of Lares	7.3	June 10	7.3	10.3	10.3
Next	nil		0.7	11.47	11.47
Norfolk	74	May 29	7	5.2	4.6
Norfolk & Peacock	3.33	July 1	2.92	14.21	13.43
Produtect (Alex)	13		7.75	19	11.25
Produtect (Alex)	9.53	June 3	5.19	2.62	2.28
Queens Moat	14	May 29	12.2	19.3	18
RMC	12.9	May 28	5.2	9.1	7.5
Sherrwood Group	5.8	May 24	4.5	6	9.9
Singell (Wm)	4.5	July 5	3.5	9	9
Smiths Inds	3.9	June 7	1.7	5.3	5.3
Stylo	0.58	May 31	5.75	8.25	7.5
TIP Europe	6	June 5			
Wace					

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. \*\*In capital increased by rights and/or acquisition issues. \$USM stock. £Irish currency.

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**MINES—Contd**

Stock	Price	%
Crescent Mining N.L.	31	—
Delta Gold 25c.....	27	+3
Domestic Mining	37	—
Global Resources ..	14	-1
Dragon Mining ..	2	-2
Empire Mines ..	24	-2

Endavour 20c.....	3	
EM Kalgoorlie 5c.....	26 1/2	+2
Gawalla Cons. 20c.....	45	+1
Indieman Diamond 5c.....	6 1/2	+5
Jason Mining 20c.....	11 1/2	..
Julia Mines M.L. ..	1	..
Keston Gold Mtn 20c.....	71	+1
Meekatharra 25c.....	61	-1
Menzies Mica 1c.....	15	..

NIIM Higgs 50c	76	-
Nirops Australia 50c	81	-
Nioppit Burgers 20c	2	-
Normandy Res NL	51	-
N Sun Hill Pets 50c	79	-
Parsons I 25c	62	-
Parsons Breweries Ltd.	21	-
Parsons	64	-
Parsons	81	-

Placer Pac 30c/s	127	
Western Minn Ass. 25c	16	+2
Renton 50c	276	-3
Exploration	1	
Gom Gwalia NL	238	-3
Southern Pacific	14	-1
Margos	11	
Rockbridge Ltd.	1	
Guan Res 20c	81	
Summit 10c	10	

Tims	
Myer Hixson SAM	26
Young Berhad BMSD 50	63
Telewest 8888 300	23

... ..	34
... ..	1501

Miscellaneous		
Agony Mining 9p		45
Redman Resources		42
Angio-Dominion		74
Barrin Exploration		10
Little Mining 10p		91
Celuc Gold		13
Colby Mines		74
Ans. March 10c		31

PRK Inc		50	
Dana Exploration		8	
Egyptian Exp b50s	y	29	+2
Warrants	y	1	+4
Coner Int b10p	y	101	..
Empa Minerals 2p		10	+1
Helium Min b20		10	+2
reer		22	
Oil & Gas Exploration	y	24	-2
Iron in Gold Mines		Cal	

Greenwich Res Sp	25	
Greenlake Mining \$1	57	
GreenLA West.	57	+2
Kellis Mins. IrSp	39	-1
Kennmare	29	-11
Kanan Resources	15	
New Sabina Res CS1	10	
Northgate Expl CS1	80	
Oriskany West	12	

For-Quest Res.	8	-3
Lyx Gold Hldgs	182	
Ovoca Gold IR 2p	20	-1
Plutano Mining 20p	40	
FZ 10p	557	-1
Horco Res. Inc. 1	6	
Plzaga Hldgs 5p	7	
Young Group 10p	121	-2

**NOTES**  
The dealing classifications are indicative of:  
a Alpha refers to shares traded by marketmakers and with a normal bid-ask spread  
b Beta refers to shares traded with a normal bid-ask spread based on experience of how many shares are traded in a typical deal  
c Gamma refers to shares traded with a normal bid-ask spread based on intra-day market prices and not indicative of the bid-ask spread

are 25p. Estimated price/earnings ratios are based on latest annual reports and are calculated on half-yearly figures. Price/earnings ratios on a half-yearly basis, earnings per share after tax and non-recurring items, and the corporation tax rate are also shown. The "all" distribution refers to the "all" distribution. Coverage of the distribution; this compares gross distribution excluding exceptional items with the total distribution.

Asset Values (INAVs) are shown per share, along with the per share (Pm) to the current price. Assumes prior charges at par value and warrants exercised if dilution is significant.

Prices marked thus have been adjusted for cash  
Price increased or resumed  
Price reduced, passed or deferred  
To non-residents on application  
Report awaited  
Daily UK listed; dealings permitted  
Listed on Stock Exchange and

dividend after pending scrip an-  
nounces to previous dividend or fore-  
closure or reorganisation in progress  
variable  
firm; reduced final and/or

allow for conversion of shares not  
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a future date. No P/E usually  
use  
Fr. French Francs 5%  
Ordinary Bill Rate stays unchanged  
that dividend is 5% of the

e Dividend. f Figures based on...  
 g Cents. h Dividend rate per...  
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 l and yield after scrip issue.  
 m Kenya. n Interim higher than...  
 o Earnings based on preli...  
 p yield exclude a special payor...  
 q relates to previous dividend. P...  
 r Earnings. s Earnings per acti...

[illegible]

dividend and yield based on prospectus earnings for 1990. L Estimated annual dividend based on latest annual earnings. P Prospectus or other official estimate of dividend and yield based on prospectus earnings for 1989-90. P Figures based on prospectus earnings for 1991. R Gross. R Figures based on dividend and *s/e* based on prospectus earnings. S Figures assumed. W Pro forma figures.

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	...	United Drug ...

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...	7	Sears .....
...	6	SmKl. Beecham...
...	60	TL. ....
...	31	TSB .....
...	33	Tesco .....
...	38	Thorn EMI .....
		Trust Houses...

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T&N...  
Unilever...  
Victory...  
Wellcome...  
Pro...  
Brit Land...

32	Control Secs.....
50	Land Securities.....
6	MEPC.....
20	Mountleigh.....
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Asia Petim

BRIT PETROLEUM	27	BRIT PETROLEUM
BURMAH CASTROL	31	BURMAH CASTROL
CONROY PETROL	19	CONROY PETROL
GALFIC PETROL	39	GALFIC PETROL
PREMIER	80	PREMIER
SHELL	22	SHELL
TESLAR RES	34	TESLAR RES
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available to companies whose share-  
holders are registered in the  
UK, subject to the Editor's dis-  
cretion.

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	Int Change	Curr. Price	Bid Price	Offer + or - Price
<b>Brewin Dolphin Unit Trst Mgrs Ltd (0905)</b>				
5 Giltspur St, London EC1A 9DE				071-236.6
Brewin Capital ....51		129.9	129.9	138.9 -2.2
Brewin Dividend ...54		62.98	62.98	67.95 -0.837

[illegible]

	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
Commercial Union Trust Mgmt Co Ltd	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1

[illegible][illegible][illegible][illegible][illegible][illegible]

Compiled with the assistance of Lautro §§

[illegible]



[illegible]

[illegible][illegible]



FRANCE (continued)			GERMANY (continued)			NETHERLANDS			SWEDEN (continued)		
April 18	Fl.	+ -	April 18	Fl.	+ -	April 18	Fl.	+ -	April 18	Kr.	+ -
Airbus A300	3,300		Colonia Vrs	1,140		A&A Amstok	28.50		Electrol B Fm	224	
Boeing 747	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol C Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol D Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol E Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol F Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol G Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol H Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol I Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol J Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol K Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol L Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol M Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol N Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol O Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol P Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol Q Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol R Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol S Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol T Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol U Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol V Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol W Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol X Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol Y Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol Z Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AA Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AB Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AC Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AD Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AE Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AF Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AG Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AH Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AI Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AJ Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AK Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AL Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AM Fm	224	
Boeing 737	3,300		Continental Vrs	1,140		AFM Holding	28.50		Electrol AN Fm	224	

**CANADA**

[illegible]

## INDICES

NEW YORK DOW JONES										APR. 10 9 8 5					1991				
Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	1991		Since completion							HIGH		LOW			
9	8	7	6	5	HIGH	LOW	HIGH	LOW						HIGH	LOW				
2873.02	2710.56	2696.78	2694.50		29727.3	29727.3	29974.25	41.22						1459.8	1449.1	1454.4	1459.8		
					64.29	64.29	64.70	0.27						1459.8	1449.1	1454.4	1459.8		
					94.35	94.35	94.50	0.15						1459.8	1449.1	1454.4	1459.8		
					13.62	13.62	13.62	0.00						1459.8	1449.1	1454.4	1459.8		
					1164.26	1164.26	1164.26	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12	213.12	0.00						1459.8	1449.1	1454.4	1459.8		
					213.12	213.12													

**CANADA**  
**FORNEX**[illegible]**TOKYO - Most Active Stocks**

Wednesday 10 April 1991							
	Stocks Traded	Closing Prices	Change on Day		Stocks Traded	Closing Prices	Change on Day
Hibachi Zensai	0.8m	869	+11	Kuramay	5.5m	1,820	-80
Norwest Inc.	8.4m	860	-10	Kuramat	5.5m	861	-80
Dai-Ichi Ryokan	7.3m	1,020	+7	Hasezawa-Gun	4.6m	1,190	-10
S'tomo Milling	7.2m	1,260	+60	S'tomo Int	4.6m	525	-60
Total Carbon	5.8m	850	+2	Mitsui Heavy	3.9m	780	-90

# POLAND

**The FT proposes to publish this survey on  
May 3rd 1991.**  
58% of Chief Executives of Europe's largest  
companies read the FT . If you want to reach this  
important audience, call Patricia Surridge, Tel:  
071 873 3426 or Fax: 071 873 3079 or Nina  
Kowalewska, Warsaw, Poland. Tel (22) 489787.

## FT SURVEYS

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

[illegible]

[illegible]

## 3:00 pm prices April 10

[illegible]**FINANCIAL TIMES**

